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REVIEW & EVALUATION OF COMMUNITY DEVELOPMENT PROGRAM

by  
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for  
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## 1 Executive Summary

In the opinion of the author the international community, village/town councils regional authorities and civic action group (CAG) members, the major components of the program are meritoriously designed and implemented. The goals of the Community Development Program (CDP) have been met successfully on account of the achievements in the field of mobilizing citizen participation and ensuring that development activities targeted multiple households required a minimum community contribution and were of a scale that minimized complications and maximized timely completion.

Consistently reiterated by virtually all respondents was that the successful completion of a project is one of the most important prerequisites of empowering both the CAG and the community. Generally, disbelief among village residents is the norm and failure is expected. As the complexity of the project increases so does the potential for failure. Limiting the size of the project assured to the most extent the potential for successful completion. Under the current social conditions of skepticism and disbelief resulting from previous development efforts under the Soviet system the CDP should continue focusing on projects that represent smaller "economies of scale" and have a greater potential for maximizing local participation and timely completion.

The CDP has benefited to date 151,523 people or one-fifth of the entire population in the settlements where micro-projects have been implemented. Moreover, 29,587 Internally Displaced People and refugees have benefited from these projects. Communities have provided the equivalent of \$744,046 in the 153 completed projects which represents 44.3% of all project costs and is double the minimum amount (20%) established by the CDP. Once the total 191 CDP micro-projects are completed a total of 200,939 people (28%) of the population in these settlements will benefit and the CDP will have implemented micro-projects in 196 of the 876 rural communities in Armenia.

To date the CDP has developed the leadership skills of 1686 residents, in 153 civic action groups (CAG) who have overseen micro-project implementation. In addition, the CDP has rehabilitated vital infrastructure services, initiated a belief in self-help, heightened the knowledge and use of local both material and human resources, developed linkages between local residents and various local governmental structures and established extra-local linkages with donor agencies.

The impact of the CDP is not limited to the villages where the micro-projects were implemented. All regional governors (Marzpets) and officials in regional departments (e.g. Dept. of Water, Irrigation, Education) were familiar with numerous CDP projects. CAG members and CDP field staff in their regions. The view of many of the Marzpets, when asked their opinion of local residents organized into CAGs to initiate development efforts, can be characterized by the reply of one Marzpet: *CAGs are effective because local people know their problems and trust each other.* Another Marzpet who said that he was aware of 46 micro-projects declared that CAG members represent *future governmental leaders.*

During the Soviet era people in Armenia received state salaries, transfer payments and relatively generous benefits. Due to the current economic situation in Armenia today unemployment is prevalent and state transfers and benefits have been entirely cut or drastically reduced. The degree to which individuals who previously enjoyed a relatively comfortable lifestyle and had limited experience with civic-minded volunteerism would work voluntarily in micro-projects was not known in the beginning of the CDP. Nonetheless, a total of 23,286 volunteer workdays were contributed to the 153 projects completed to date. Hence the CDP has accomplished the equivalent of 64 years worth of civic-minded volunteer efforts in a two-year program. Again in the words of one regional governor: *without the volunteer efforts of CAG members and local residents basic rehabilitation of village life would not occur.*

In summary the primary impacts of the CDP have been

1. an improved physical infrastructure in villages (essentially drinking water and irrigation)
2. an improved attitude among community residents away from despair toward hope

- 3 increased attitudes toward self-help and -reliance among local residents
- 4 an enhancement of human capital (knowledge, skills, experience & health due to better water)
- 5 an improvement in social capital (inter- and extra-local linkages between community groups, new local NGOs, governmental structures and extra-local organizations),
- 6 an enhancement of economic conditions (increased consumption and sales of produce from newly irrigated fields, new jobs, wheat mill),
- 7 the encouragement and initiation of women as public leaders,
- 8 the development of new expectations among community members of their public leaders, especially toward open election processes, transparency of financial transactions with public funds, and accountability of program outcomes, and
- 9 the development of future civic and political leaders familiar with the principles of community development

## **2 Background of the Community Development Program**

In the beginning of 1995, United States Agency for International Development (USAID) and Save the Children (SC) discussed the possibilities of establishing a community development program in Armenia. One reason for USAID's interest in a community development program was the lack of community organization and capacity in Armenia to execute civic action projects that would decrease the effectiveness of the USAID and World Bank's Social Investment Fund (SIF) program.<sup>1</sup> In November of 1995 SC signed a cooperative agreement with USAID to implement a community development program (CDP) in Armenia for a total of \$2,285,242 to help facilitate community organization and capacity building efforts, especially in rural areas. The ending date for the current program activities under the Cooperative Agreement is March 31 of 1998.

### ***A Principles***

The principles of SC's CDP were the (1) self-help approach, (2) sustainability, (3) capacity building, (4) information dissemination, (5) coordination with government and (5) measuring impact. The two basic mechanisms to achieve these principles are development activities and citizen participation.

Development activities involved implementing micro-projects that attempt to solve key sectoral needs in the community as identified by communities and CDP staff. Approximately 200 micro-projects were to be implemented during the CDP. The criteria used for determining if the project should receive financial support from SC were that it (1) requests from SC no more than the micro-project budget ceiling (\$5,000, later changed to \$10,000), (2) has wide coverage in terms of size and types of beneficiaries, (3) includes project beneficiary contributions of no less than 20% of total project costs, which can be any combination of cash, and in-kind labor and/or material, (4) promotes community organization and cohesiveness, (5) addresses the community's priority needs, (6) enhances self-reliance, (7) has measurable outcomes, (8) matches SC's country strategies, (9) does not support political, military or religious activities, (10) is sustainable, (11) includes a maintenance plan, and (12) could be completed in 3-5 months, although some may take up to one year.

Citizen participation, the second mechanism to achieve the principles of the CDP, involves the development of civic action groups (CAGs). CAGs are to be composed of 9-12 community residents selected by popular vote by community members and are responsible for coordination, planning, community mobilization, implementation and maintenance plans needed to implement the second mechanism of the program, "micro-projects." CAG members were to meet a set of criteria related to the location of their residency, degree of social respect, earnestness and political activity.

The CAG selected one of their members as the Coordinator to be responsible for mobilizing group members for community development activities.<sup>4</sup> The primary responsibilities of the CAG are related to project coordinators, linkages to the SC's staff, record keepers, community mobilizers and organizers, and to deal with dispute resolution.

### ***B Targeted Beneficiaries***

Targeted beneficiaries encompass both specific types of villages and groups of individuals. To identify specific types of settlements in which to implement projects, a list of villages (approximately five to six) in each region were selected by SC's CDP personnel in collaboration with regional government officials and local and international NGOs. An assessment was conducted in these villages to evaluate the general situation based on the (1) degree to which the village is under-served, (2) degree to which the village is poor compared to other villages in the region, (3) how cooperative village residents are with the village/town council, (4) how ready village residents and the village/town council are to contribute labor and materials, (5) the degree to which village residents are willing to work together in a group, (6) if the community is not

dependent upon humanitarian assistance aid for their living, (7) if there is, to some extent a sense of togetherness among village residents

According to the Micro-Project Implementation Procedures document (*Civic Action Group Formation and Micro-Project Development and Implementation Procedures 1995* pg 5-6) micro-projects will primarily target the following types of individuals (1) unemployed (2) poorer families (3) large families (4) women-headed households (5) single mothers (6) internally displaced people (IDPs) (7) refugees (8) entrepreneurs, (9) pensioners, and (10) children. In addition the Micro-project Implementation and Procedures document states, "at least 50% of the micro-projects will target women and children."

### **C Organization and Management**

Four sub-offices were chosen to oversee micro-project implementation. Sevan, Stepanavan, Talin, and Yeghegnadzor. Each sub-office in the beginning of the CDP covered five districts out of 21 of 37 districts in Armenia, which have since been reorganized into Marzes (a region). Each sub-office is staffed with one Project Manager and five or six Project Officers and supporting staff. These sub-offices were selected by operational rather than programmatic criteria such as accessibility, availability of facilities, and reliability of communications. Sub-offices furnish financial administrative and programming assistance to Project Managers and Project Officers.

Project Officers (POs) represent the community developer who is in the field. The program has twenty-one POs who live and work in the districts where projects are organized. They work closely with communities to form the CAG and to help identify and rank community needs. Weekly and monthly monitoring reports are written by the POs with Project Managers, with one copy sent to the Yerevan office.

*close out*  
Within thirty days of the completion of each project, two CDP staff from SC's Yerevan Office conduct a close-out evaluation based on a standardized monitoring system concentrating on if the project was completed according to schedule, the maintenance plan is being implemented, discern beneficiaries' attitudes, and the status of the CAG. Moreover, each CAG member is asked to complete a questionnaire to measure his/her attitudes on identifying and solving community problems, the importance of different sources of support to project success, and what he/she has learned.

*with action*  
Six months after the close-out evaluations, the same two SC staff members conduct a follow-up evaluation. The six-month follow-up evaluates the same issues as the close-out evaluations.

### **D Performance Indicators**

There are two types of indicators of CDP success: process and outcome indicators. The process indicators are:

1. number of projects completed
2. number of CAGs formed
3. number of beneficiaries served
4. amount of community contribution and
5. extent to which maintenance plans are carried out after project completion

The outcome indicators are:

1. achievement of specific project objectives
2. degree of participation of CAGs
3. visibility of CAG activities in the community, and
4. CAG activity six months after project completion

### **3 Request for Extension**

Save the Children (US) has requested an extension of the CDP from March 31, 1998 to September 30, 1999 for \$1,999,695. Approximately 100 new micro-projects are proposed in the

current service areas with the grant ceiling per project remaining at \$10,000. Although the principles and objectives will remain unchanged, several adjustments are proposed for its operation and management and issues it will accentuate.

Firstly, the sub-office in Stepanavan will be relocated to Vanadzor due to easier access and more reliable communication. Secondly, the number of field staff will be reduced. Rather than individual Project Officers, a team approach will be used to assist micro-project implementation and CAG formation and capacity building.

Some of the new issues to be accentuated include:

- 1 greater emphasis on building the capacity of communities and CAG members to affect smaller-scale and larger-scale change over the longer term,
- 2 strengthening SC's operational capacity to support longer-term self-help initiatives
- 3 more focus on CAG training, networking and building linkages within and amongst communities
- 4 strengthening the woman and child impact (WCI) component of the program to ensure that gender equity frames project design and community mobilization efforts,
- 5 encouraging support for the establishment and maintenance of community social safety nets
- 6 enhancing partnership relationships

#### **4 Impact of the Community Development Program**

Information to assess the CDP was obtained from two sources. The first source of information was the CDP database which contains data collected from CDP operational and procedural documents, project proposals, close-out evaluation reports, and the six-month follow-up report. The second source of information was obtained from interviews with representatives of 15 various international organizations, 6 regional governors (Marzpets), 15 officials in regional government departments, 14 village/town councils, 16 civic action groups, 1 CDP Program Coordinator, 4 CDP Project Managers, 20 CDP Project Officers, and 1 CDP Program Evaluator.

The interviews occurred between 15-28 of January 1998 by six trained interviewers with backgrounds in the social sciences. Interviewers spent two days in each of the four sub-offices which they used as a center of operations. After interviews from each sub-office were complete, interviewers returned to Yerevan where they met with the team leader for a "interview debriefing session" which were recorded on 12 sixty minute audiotapes. These debriefing sessions involved in-depth reports from each interviewer for each respondent group they interviewed. After their reports were presented, the evaluation team leader and other interviewers were allowed to ask probing questions and offer different interpretations and perspectives. At the end of each debriefing session, basic findings were summarized.

This assessment and the methodology used, is designed to accomplish two outcomes (see Appendix for a complete description of the methodology). Firstly, this assessment evaluates the degree to which the program has met its stated performance objectives. Performance objectives include both process and outcome indicators (see pg. 4). Secondly, it provides recommendations for future programming of the Community Development Program.

##### **A Process Indicators**

###### **1 Number of projects completed**

The objective to complete 200 micro-projects essentially will be met considering that 153 have already been completed and another 38 are due to be completed by the end of March 1998 for a total of 191 micro-projects. To date, the cancellation rate should be considered surprisingly minimal, 2.6% or 5 projects. The five canceled projects occurred due to the project implementation not clearly meeting the CDP guidelines of benefiting at least 20 households and inactivity of the community toward completing the project. Furthermore, 13 micro-projects have been co-financed

with other organizations (VOCA, UNHCR, UN World Food Program and Peace Corps), with 3 representing complementary efforts with the Armenian Social Investment Fund

There was considerable awareness of the program in the various communities since another 109 micro-project proposals were submitted to SC but were not funded for various reasons (1) not meeting basic program guidelines [e.g. the project serve at least 20 families], (2) the problem definition was vague (3) the community's contribution and/or level of involvement was not definite and (4) the implementation plan was unclear and/or unsettled [e.g. who specifically would work or maintain the project how it would be sustainable] Nonetheless, 25 of these projects have been implemented using only community resources During the interviews it became apparent that SC's sub-offices are well known by all Marzpets, virtually all regional authorities local residents local NGOs and the international organizations (Peace Corps, UNHCR) and are used as a referral service sounding-boards, and inspirational centers

Taking into account that there has been an almost total collapse of the basic rural infrastructure throughout Armenia it is not surprising that the most prevalent types of projects identified by communities were overwhelmingly the repair and development of basic infrastructure services drinking water (91) and irrigation (47), for a total of 72.3% of the 191 funded projects The other types of projects included education agriculture, health, social, income generation, food processing animal husbandry culture and construction Often, Marzpets and officials in regional departments revealed that they were appreciative of such efforts by CAGs since they did not have a sufficient budget for these repairs It is also interesting to note that CAG members and village/town council members stated that the drinking and irrigation systems constructed by the village generally was of higher quality than previous systems and most likely, if constructed by outside contractors All community members knew the quality of the materials and labor used in the project

The CDP planned for most micro-projects being completed in three months<sup>8</sup> Fifty-five or 36.0% of the 153 finished projects were completed in a three month period and 98 (or 60.0%) required six or slightly more months to complete Because these micro-projects are involved in an arduous task of rehabilitating basic infrastructure services, this is not surprising These types of projects also require additional time for obtaining support and approval from village/town councils and regional authorities And finally projects implemented in the second fiscal year took on average less time to implement indicating that as CDP staff and CAG members become more experienced project implementation time decreases

During the Soviet era people in Armenia received state salaries, transfer payments and/or benefits Due to the current economic situation in Armenia today, unemployment is prevalent and state transfers and benefits have been cut or drastically reduced The degree to which individuals who previously enjoyed a relatively comfortable lifestyle and had limited experience with civic-minded volunteerism and would work voluntarily in micro-projects, was not known in the beginning of the CDP The 153 completed projects required a total of 23,286 workdays by a multitude of community members This number of workdays represents the equivalent of 63.8 years (23,286 project days-365 days) Hence, the CDP has assisted in mobilizing the equivalent of 64 years worth of volunteer efforts in a two-year program This testifies that the CDP has substantially achieved the goal of citizen participation in development efforts In summary one Marzpet commented *without the volunteer efforts of CAG members and local residents basic rehabilitation of village life would not occur*

## 2 Number of CAGs formed

The key method of implementing projects in the village by the CDP is the civic action group CAGs represent one step toward the formation of "civil society" in these villages The vast majority (79.1%) of the 153 CAGs completing a project had 10 to 12 members, with an average of 11 members The largest CAG contained 20 members A total number of 1,686 people served as CAG members in these 153 projects

\* CAGs represent the primary decision-making body for projects. One of the objectives of the CDP is to increase not only the number of women who are beneficiaries but also the number of women who participate as decision-makers in these projects. Almost one-half (45.1%) of the 153 completed projects had no women serving as a CAG member. A total of 213 women served as CAG members in the remaining 84 completed projects. Comparatively, women represent 30.3% of all beneficiaries and only 12.6% of all CAG members.

Virtually all Marpets regional department personnel, Village Council members and personnel in various international organizations stationed outside Yerevan, stated that the participation of women as CAG members is based on the type of project implemented. If the project is related to traditional women's issues: education, health, culture, childcare, then women are not only invited but expected to participate as CAG members. Projects which require physically demanding labor: drinking water and irrigation, men's traditional area, then men are invited and expected to participate as CAG members since CAG members will perform a large portion of the work. In the drinking water and irrigation projects, women participate but primarily indirectly or, as frequently cited, behind the scene, while men's participation (labor) is the most visible. Thus, few women are CAG members in 'men's' type projects although this does not completely rule out their indirect participation in the decision-making process since they advise the men "at home". In addition, women participate in these labor-intensive projects as supporters, such as providing food and drink to the men digging the trenches.

Overall for the CDP, 12 CAGs are registered NGOs, 23 are registered as cooperatives, limited liability companies or other like-bodies (such as Unions), and 14 CAGs are currently registering for NGO status. Slightly less than five percent (4.6%) of CAGs formed to implement SC-supported micro-projects have disbanded, all of which occurred in the first fiscal year.

A total of 97 close-outs evaluations had been conducted at the time of this assessment. Of the 88 CAGs interviewed, 80.7% were discussing another project, 15.9% had identified and begun organizing another project, and 1.1% had actually started implementing another project. Members of one CAG expressed during the interview, *"We have solved the urgent problem of drinking water. Now there is talk about a public bath. We think it is a very good idea."* Members of another CAG told interviewers that *"we have understood that we can do more for ourselves. We are filled with enthusiasm and have written a new project."*

One of the CDP criteria for the selection of CAG members is that he or she is not involved in local politics. In spite of that, 67.3% (or 103) of all CAGs in the 153 completed projects had the Chairperson of the Village/Town Council as a member. One of the primary reasons given for this occurrence is that CAGs, which need some form of regional government support to implement micro-projects, rely on local village/town council heads to access these officials. In many cases, micro-projects have stimulated formal cooperative relationships between CAG members, local public officials and regional authorities.

### 3 Number of beneficiaries served

The primary target beneficiaries of the CDP are to be the unemployed, poorer families, larger families, women-headed households, single mothers, Internally Displaced People (IDPs), refugees, entrepreneurs, pensioners and children. However, the only data entered in the CDP database regarding project beneficiaries are the number of men, women, children, and IDPs and refugees. Therefore, it is difficult to judge if and to what extent the CDP projects have benefited the other groups. And since it is difficult to determine the degree of overlap between the number of IDPs and refugees and men, women and children beneficiaries, IDPs and refugees are examined separately.

Altogether these 153 completed projects benefited a total of 151,523 men, women and children, or slightly more than one-fifth the entire population in the settlements where these projects were implemented. If the remaining 38 projects are completed, then the total number of beneficiaries will be 200,939 people, or 27.9% of the entire population in these settlements. Although these numbers are large, they are lower than in fact since in 11 projects the number of women and children

beneficiaries were not counted. In conclusion, the CDP will have completed projects in 191 of the 876 rural communities in Armenia.

The CDP procedures document states that women and children are to be the primary beneficiaries of these projects. The proportional representation of children, women and men as beneficiaries from these projects was almost equal (35.9%, 30.3%, 33.8% respectively). Consequently, when combining women and children into one group, then two-thirds (66.2%) of all project beneficiaries are from the primary target groups.

A total of 29,587 IDPs and refugees benefited in 47 (or 30.7%) of the 153 completed projects. Almost 5 times more IDPs benefited in the second fiscal year (23,690) than in the first fiscal year (5,897) despite fewer projects being completed in the second fiscal year. Stepanavan accounted for 53.3% of all IDP and refugee beneficiaries, followed by Sevan (26.8%), Yeghegnadzor (14.1%) and Talin (5.7%). If the remaining 38 projects are completed according to plans, the number of IDPs and refugees benefiting from the CDP will total 38,564.

#### 4 Amount of community contribution

Communities provided on average 44.3% of all costs for the 153 completed projects, more than double the CDP minimum requirement of 20%, for the equivalent of \$744,046. In 26.2% of the projects, communities provided more than two times the minimum requirement. SC provided a total of \$955,267 toward these projects, and in 79.7% of these projects SC's final contribution was lower than the amount requested.

It is interesting to note that the communities, which included one or more IDP and/or refugee beneficiaries, contributed on average the equivalent of \$5,725 per project, and that communities without IDPs or refugees contributed on average the equivalent of \$4,624 per project.

The amount that communities have provided to the micro-projects demonstrates several important elements of the CDP. First, that the CAG's expectation that communities can and will contribute is not mistaken. Second, that the CDP project officers and CAGs have been successful in mobilizing local initiatives. Third, that village residents are becoming more inclined to furnish local resources rather than expecting "resources from the government" as experienced during the Soviet era. Fourth, that these contributions do lead to feelings of "ownership." As one CAG member put it: *"this irrigation system came from us. It is our child."*

As reported above, a total of 151,523 people benefited from these 153 completed projects. The unit project-cost to SC was \$6.30 (\$955,267 ÷ 151,523 beneficiaries), or an overall unit program-cost of \$11.31 (\$1,714,465 ÷ 151,523 beneficiaries). These figures are quite low when bearing in mind that infrastructure rehabilitation projects, when furnished by government's or their contractors, are extensively higher and have lower levels of user satisfaction.

#### 5 Extent to which maintenance plans are carried out after project completion

Micro-project viability, or the potential for the project to be sustained in the long-run, requires continual upkeep. Using the results from 97 close-out evaluations mentioned earlier (minus 1 project which has not been fully resolved), 72.9% had maintenance plans being implemented according to the technical specifications in the proposal.

Of all the different types of micro-projects implemented, the greatest percentage of projects which did not have maintenance plans being implemented according to the proposal were irrigation projects (42.3%). This does not mean that maintenance plans had not been organized, but just that they were different than what had been proposed.

The ability to design feasible maintenance plans is based, to some extent, on experience of Project Officers and Project Managers. For example, of the 70 projects completed in the first fiscal year, 35.7% did not have maintenance plans being implemented according to the proposed plan at the close-out evaluation, plunging to 3.8% of 26 projects completed in the second fiscal year.

## **B Outcome Indicators**

### **1 Degree of participation of CAGs**

The formation of 9 to 12 residents into a CAG is to bring a group of people together to discuss plan and organize the implementation of the micro-project. Project management requires social as well as technical arrangements. Maximum participation leads to more useful information, feasible decisions and greater capacity building. Participation is vital since, as one saying goes, leaders and entrepreneurs are made not born. The degree of participation of CAG members is essential to the overall capacity building process.

A total of 712 CAG members (representing 65 CAGs) were asked on the close-out questionnaire (which they answered in privacy), how many members participated in the decision-making process (all responses were averaged, and this is the only data available). CAG members expressed that about one-half of all members actually participated in the decision-making process. Since most CAGs are comprised of 9-12 members, this translates into 5 to 6 CAG members. When asked if the decision-making process could have been much better, a little better or was good, the average response was that it could have been a little better.

In addition, each CAG member was asked to evaluate their contribution to the decision-making process: 1=none, 2=little, 3=average, and 4=significant. The average rating (3.4) was between average and significant. Consequently, although one-half of all CAG members participated in the decision-making process, on average, members felt their contribution to the process was equal to or more significant than other members. This indicates that generally CAG members believe their contribution is more of an advisory role that is substantially influencing the one-half of the members who actually make the decisions, but nonetheless important.

### **2 Visibility of CAG activities in the community**

At the close-out evaluations, a community meeting is organized by the CAG and CDP's Project Officers.<sup>10</sup> The CDP's Program Evaluation Officers (PEOs) hold a discussion with those community members who attend the meeting. The PEOs discuss the local civic action group (CAG) and asked community members if they were aware of what the CAG was doing. From the responses, the PEOs estimate the approximate percentage of community residents who were aware of the project. Even though the percentages are rough estimates, they provide a general appraisal of awareness among community residents.<sup>11</sup>

Data are available for 89 micro-projects, or 58.2% of all completed projects. In 75.3% (or 67) of these projects, 100% or all community residents who attended the close-out meeting were aware of the project and CAG activities. Therefore, in these micro-projects, community awareness of the CAG is extensive. Still, and all, due to the small size of the villages and the extent to which these projects rehabilitate certain basic village infrastructures that villagers urgently want, this level of awareness is not unanticipated.

However, in 2 (or 2.2%) of the projects, less than one-half of community members who attended the close-out meeting were totally aware that a project had been implemented. These were education projects (e.g., repair of school room). Although it is still early to be decisive since these numbers are few, this may show that micro-projects which do not solve broad problems for most of the village, but rather effect particular households, and in this case parents with school-age children, the level of awareness in the community decreases.

### **3 Changes in attitude on the part of CAG members**

The attitudes and perspectives of CAG members toward development efforts greatly affect the perspectives of village residents. If the principle of self-reliance is not accepted by CAG members, then the potential of village residents to embrace this principle diminishes. When 712 CAG members (representing 65 CAGs) were asked on the close-out questionnaire (completed in privacy) the following question: 'After being involved in this project I have come to realize that (1) it is too difficult to identify and solve problems, (2) it is easier to identify than solve problems,

(3) it is more difficult to identify than to solve problems, (4) it is possible to identify and solve problems 75.5% chose that it is possible to identify and solve problems

To measure CAG members attitudes regarding local capacity and empowerment toward development efforts each member was asked on the same questionnaire "Using the knowledge you have gained from being involved in this project please rate in percentages, the following sources of assistance by their level of importance to the overall success of this village project village council Maizpet humanitarian organizations This should total to 100% The greatest contributors toward micro-project success (an average percent for all CAG member responses) were humanitarian organizations (43.2%) and local village residents (35.6%) The local village/town council was estimated to supply 18.4% toward project success and regional authorities 2.7%

It is difficult to determine if attitudes have been changed since CAG members were not surveyed prior to their involvement in the micro-projects Nonetheless, given the Soviet tradition of centralized authority over problem identification and solving, and local subordination to these decisions these responses may denote a tangible movement toward belief in CAG capacity and empowerment as a result of being involved in CDP micro-projects The principal actors in local development efforts from the view of CAG members are international organizations and local residents One reason for this estimate is that local and regional governments have little to no budget and secondly if they did have funds, the likelihood they would acknowledge or utilize local initiatives is minimal

#### **4 CAG activity six months after project completion**

At the time of this assessment data was available for 21 six-month follow-up evaluations Nine CAGs in these micro-projects were still active in some way or another That is 1 had achieved an NGO status 1 was applying and 7 CAGs were actively organizing another project

For the remaining 12 CAGs 5 were inactive, in the sense that they were discussing another project but had not finalized any plans, and 7 had disbanded The designation disbanded nevertheless should not be interpreted to mean that all CAG activity had stopped In all 7 cases except one a new group of village residents were discussing and planning another project The reason for the disbanded status was that the majority of the original CAG members had left although new ones were recruited Thus in all 21 projects, only one CAG was completely disbanded and no future plans were being discussed by village residents

#### **C General Impacts**

The most important impacts of these micro-projects identified by all respondents can be placed in the following categories in order of priority

- Improved PHYSICAL INFRASTRUCTURE- these impacts include the rehabilitation of the basic and vital material infrastructure of village life (drinking water, irrigation water) and the reduction of labor and time for certain activities (obtaining water), especially for women Furthermore rehabilitating the basic infrastructure was vital before implementing other projects which need basic services to perform or produce
- Improved ATTITUDES and PERSPECTIVES- these impacts include the development of a sense of solidarity when the project accomplished is one that governmental authorities have been unable to resolve for years a sense of belief in "local initiatives" that overcomes the "soviet" approach of external central initiatives a sense of pride that the water system they built is better than the previous system built by solely experts, a belief in the future for themselves and their children which in recent years has diminished
- Increased HUMAN CAPITAL- these impacts include the development of knowledge skills and experiences especially among CAG members related to problem identification and solving planning community mobilization sequencing of tasks and projects group dynamics and the role of residents government and international organizations in local development

- Increased SOCIAL CAPITAL- these impacts include the community working together (horizontal ties) which facilitates increased trust, increased social ties especially in villages with refugees development of social arrangements with various levels of local government (vertical ties) and social connections with international organizations (extra-local ties)
- Improved ECONOMIC conditions- these include for irrigation projects increased production of food for household consumption which is a type of "hidden" financial gain, increased production of garden produce leading to increased sales (see estimation example below), for water projects these include time-reduction which can be put forth in other productive activities savings of expenses related to water-borne health problems, and, in general, many of these projects provide a necessary basis required for other projects with purely economic development goals

Figure 1 is an attempt to derive a crude economic impact from 64 projects in one year. Irrigation agriculture income generation food processing and animal husbandry project proposals were required to have some form of a business plan. The estimated amount is a very simple conservative amount. If the economic impacts resulting from number of jobs created amount of savings related to fewer abdominal diseases, time savings collecting water, saving of orchards which would be cut if not irrigated and higher payment for milling in a distant mill would add substantially to the estimated amount. Therefore, the amount estimated in Figure 1 is an extremely conservative economic impact for the 64 projects considered. Beyond this, if all projects had a required basic economic impact assessment this figure would most likely be even more impressive.

Figure 1 Conservative Estimate of the Economic Impact of Irrigation, Agriculture, Income Generation, Food Processing and Animal Husbandry Projects\*

**\$8,030,115 per year, or a Return/Investment Rate to SC \$22 per \$1 for 64 Selected Projects**

In 64 (or 41.8%) of the 153 completed projects the estimated annual dollar amounts resulting from increased production from new irrigation water and the amount of revenue from income generation projects such as agriculture food processing and animal husbandry were calculated. The author reviewed each estimate and found them to be conservative to realistic but never meaninglessly (over)estimated. In every one of these projects the most conservative estimate was used in this report.

In 13 of the 42 irrigation projects the estimated annual dollar amounts were not calculated by the CAG. To estimate the annual dollar increase from these 13 projects an average annual amount per beneficiary in the 28 irrigation (\$134) was multiplied times the number of beneficiaries in these 13 projects.

Project	N	Amount
Drinking water	2	47 581
Irrigation	42	7 322 252
Agriculture	11	529 070
Income gen	1	4 000
Food processing	6	83 095
Animal husbandry	2	44 117
64		\$8 030 115

Excluded from this economic impact are essentially all drinking water and all health education and social sphere projects. Without any doubt these projects have significant economic impacts. Drinking water projects decrease abdominal diseases resulting in significant reduction in medical costs. In addition drinking water projects reduced time costs related to obtaining water and in some cases the costs of traveling to obtain water.

**RETURN INVESTMENT RATE**

The total amount of SC's direct contribution to these 64 projects was \$369 949. Therefore the return rate to SC was approximately \$22 for every \$1 invested.

Health education and social sphere projects are excluded. In addition two drinking water projects were included due to the water being used as irrigation water for food production.

- POLITICAL IMPACTS- these impacts include CAG members, due to their experience in community problem solving and mobilization ties to regional authorities and International Organizations exemplify prospective Village/Town Council leaders regional authorities have begun to recognize acknowledge and accept local initiatives and abilities to deal with domains controlled

by them and that village residents have new expectations of public leaders regarding open elections transparency of the decision-making process and financial transactions, and public accountability

## 5 Recommendations

- 1 A clearer stance should be taken on the fundamental approach SC will take toward community development as a method or a process. Certainly, any program contains elements of two or more approaches. Programs implemented under conditions where the fundamental principles of community development are understood and practiced by CAG members then specialists may be more pertinent. Programs implemented in conditions where fundamental principles of community need to be instilled in the local people the process approach is essential. Thus a more explicit stance needs to be taken on which approach is most fundamental so as to clarify expectations of CDP staff interpretation of policies, and resolve the type of indicators of program success. Often Project Officers revealed that they were torn between trying to complete a project in-time and thus could not devote, what they considered, the necessary time toward community meetings and CAG training.

One possible means to achieve a clearer stance is through the creation of a CDP handbook which states the basic principles of the program, what is expected from the various CDP positions financial and procurement policies, and monitoring and evaluation indicators.

- 2 The proposal of changing from individual project officers to teams of three to four individuals is considered sensible. However as stated in the CDP extension proposal, more attention needs to be given to community dynamics and that SC staff take a more proactive role in facilitating community cohesion. Thus my recommendation is that the composition of this team should not only include sectoral specialists, but also a specialists in human and social processes of civic action and community development. However, some communities, after completing several projects and having learned basic principles of community development, may require only specialists.
- 3 The increased focus in the CDP continuation proposal on training, networking among communities would be greatly facilitated by conducting regional conferences for CAG members on topics such as principles of community development, project implementation policies community mobilization formal registration classifications (NGO, Limited Liability Company Associations) taxation fee collection business plans, and funding sources. Other international organizations could be invited to discuss their programs. One outcome from these conferences could be a small handbook in Armenian, to be distributed to CAGs on these topics.
- 4 Many CAG members expressed an interest in forming a regional alliance or association of CAGs for support especially to nonregistered CAGs. The CDP should encourage the development of such an associations. In the future, such an association could play a critical role in assisting the development and continued support of civic action groups.
- 5 Since many CAGs especially those related to irrigation and drinking water projects attempt to register as Water Unions (a regional legal status), the CDP might attempt to get encourage the federal government through the Ministry of Justice, to permit the registration process to occur in regional offices. The time and expenses incurred during the registration process, which takes place in Yerevan is an obstacle to CAGs obtaining some form of legal status. Some countries distinguish between a legal status for organizations (e.g. NGOs or Water Union Association) intending to operate within a specific region and a legal status for those organizations intending to operate nationally. Those intending to operate regionally may register in a regional office (e.g. regional Ministry of Justice or another designated office) whereas those organizations intending to operate nationally must register at the federal office of the Ministry of Justice.

- 6 The vast majority of regional departments and Marzpets were aware, or had worked with CDP micro-projects in their regions. The CDP should consider having sub-offices develop either a quarterly or bi-annual report for Marzpets and regional departments to keep them informed on local initiatives in specific villages, the number of registered CAGs, training conferences and CDP successes.
- 7 The point of 'economies of scales' is and will possibly become, more of an issue for the CDP in the near future. Since the CDP is in many ways, a forerunner of the Social Investment Fund and has plentiful successes in project implementation, there were numerous suggestions from governmental respondents to scale-up these projects. In many ways the former Soviet mentality of 'bigger is better' rather than 'small is beautiful' still lingers. Understandably most of the material and economic infrastructure needs rehabilitation, and the sooner the better. However the CDP should focus on projects representing smaller "economies of scale" that have a greater potential for maximizing local participation and timely completion, both of which incrementally build local capacity.
- 8 Both CDP staff and CAGs work closely with regional (Marz) departments and leaders (Marzpets). CDP staff suggested that the opportunity to work in one regional had many advantages. The team approach to project implementation may bypass many of the obstacles confronted by individual Project Officers in several Marzes. The CDP staff should observe the how well the new project teams handle operating in different Marzes.
- 9 One of the CDP criteria for CAG members is that he or she is, "*not involved in local politics*". Nonetheless 67.3% of the 153 micro-projects which were completed, the head of the village or town council was a member of the CAG. Virtually all respondents interviewed in this assessment disclosed that the involvement of the head of the village/town council was essential to accessing regional authorities and resources. Rarely was the head of the village/town council likewise the CAG coordinator. The downside of this issue was that several CAGs disbanded because in the last election the head of the village/town council was not reelected. This seemingly apparent discrepancy between a particular CAG criterion and usual occurrence should be resolved.
- 10 The CDP already recognizes the absence of women as CAG members and as CDP field staff. When CAG members are elected by popular vote, this is sometimes difficult to change. As many respondents expressed "*women are busy with taking care of children, homes, growing food and jobs; it is the men who are standing around*". The CDP should consider an additional criterion that a certain percentage of CAG members be women. The CDP has plans to include women as part of the project team which will potentially encourage communities to vote women as CAG members.
- 11 Currently the various components of the community's contribution (cash, labor, and materials) are recorded but are not part of the CDP database. This type of data can provide an invaluable insight into community and regional differentiation and may be insightful indicators of feelings of ownership. It is recommended that not only should the absolute dollar amounts of SCs and the community's contribution be entered into the database, but also the amount of each type of contribution provided by the community.
- 12 The CDP Procedures document lists unemployed, poorer families, large families, women-headed households, single mothers, Internally displaced people (IDPs), refugees, entrepreneurs, pensioners, and children as the primary beneficiaries of these projects. However the numbers of beneficiaries currently recorded include only children, women, men and IDPs/refugees. Either the other groups should be dropped as "targeted beneficiaries" or some attempt needs to be made to record to what degree they are reached.
- 13 The CDP guideline that *at least 50% of the micro-projects will target women and children*. This objective is not very precise and becomes difficult to determine if it has been achieved.

2/2/88 This objective could be interpreted any one of the following ways, (1) 50% of the micro-projects will have some women and children as beneficiaries, (2) 50% of the micro-projects will target only women and children, or (3) 50% of the beneficiaries of micro-projects will be women and children

14 Many aspects of the CDP monitoring process creates skepticism and criticism from Project Officers working with communities and implementing the projects in respect to the evaluations of Project Evaluators. Skepticism's include (1) what constitutes a disbanded CAG (2) the number of visits by Program Managers and Project Officers, (3) percentage of community members who are aware of the micro-project, (4) the level of beneficiary satisfaction, (5) the status of CAGs at the close-out, and (6) whether CAG members understand the questions on the questionnaire specifically for CAG members given at the close-out and six-month follow-up evaluations. The evaluation process should not be viewed as either completely 'external' (conducted by the Yerevan office) or "internal" (conducted by the Project Managers and Project Officers) but rather a collective endeavor. A meeting between the Program Coordinator, Project Evaluation Officers and field staff should be held to resolve measurement the above-mentioned measurement issues

15 Virtually all micro-projects in which no women or children, or any other group of beneficiaries were identified resulted from co-financed projects. Other humanitarian organizations collect data to fulfill only their program goals. Thus, more care needs to be given by CDP staff in co-financed projects in determining the number of beneficiaries appropriate to the CDP.

16 Currently data from the a) project proposal, b) close-out report, and c) six-month follow-up report are kept in three separate MS Access files. I recommend that two separate databases be created from existing data. The first database should contain all data from the a) project proposal, b) close-out report and c) six-month follow-up report. This will allow for linking various data together for each project.

The second database should be created from the CAG members responses to questions asked during the a) close-out and b) during the six month follow-up. The current database merely contains averages of responses for all members in each CAG. Individual responses need to be input in the database to better understand changes in attitudes for individual CAG members and between CAGs in different villages and regions.

17 There has been the attempt to measure the economic impacts from some CDP micro-projects. In particular irrigation agriculture, and income generation projects must develop business plans as part of their proposal. One obstacle to measuring economic impact from these business plans is that a standard format is not used. Business plans calculated economic impacts per individual others by household and still others by village. Another variation in business plans involved calculations based on months while others were calculated annually. In addition, the amount of economic benefit determined from the business plans were not entered into the CDP database. It is recommended that the business plans be standardized as much as possible and that the amount for a standardized unit of analysis (individual, household, village) be entered into the CDP database. This type of data would be of specific interest to regional governmental officials who consistently mentioned the importance of economic outcomes.

18 Numerous errors were found in the CDP database. One week should be devoted by one CDP evaluation officer to correct and update the database.

19 The CDP database represents an invaluable source of the accomplishments of and differences between many aspects of the community development in Armenia. However the current method of recording data from project proposals, close-out reports and six-month follow-ups introduces too many mistakes. One person, who is familiar with these forms, should also be responsible for input and upkeep of the CDP database.

- 20 For timely administration and management of the CDP, especially in understanding regional and sector differences, one CDP staff should be trained in data analysis. Regional and sectoral analysis of various program indicators should be conducted at least quarterly. These quarterly reports could then be sent to Project Managers for review and discussion with field staff. Afterward, the Program Coordinator should then meet with Project Managers to identify project and program shortcomings, barriers and successes before rather than at the end of the program.
- 21 Project Managers stated that the bidding process for supplies over \$300 often results in project delays. Since the bidding policy is not likely to change, Project Managers believe that a tax machine in each sub-office would greatly expedite this procedure.

## 6 Supplementary Findings

### A Linkages

From the beginning of the Community Development Program until December 22, 1997, a total of 90 linkages have been made between Civic Action Groups and external sources. Linkages represent three main types of relations: (1) direct links, (2) co-financed links and (3) complementary links. Direct links represent relations between Civic Action Groups and other donor organizations for additional grants, materials or trainings. A total of 74 of these linkages have been formed with such organizations as Armenian Social Investment Fund (ASIF), Oxfam, UNHCR, GTZ, WFP, CARE and Peace Corps, to mention a few.

Co-financed linkages represent funding support that has been provided from SC and another donor organization to a CAG for one micro-project. These linkages include eight micro-projects co-financed with UNHCR, four with VOCA and one with US Peace Corps.

The last type of linkage, complementary, represents two projects in which the completion of the first project is essential to the beginning of the second project. Thus, completion of a SC's CDP micro-project is vital to the initiation of a project supported by another donor organization. There have been a total of three such complementary projects, all with the Armenian Social Investment Fund.

### B Sustainability of CAGs

A compilation of replies by all respondents to what contributes to the sustainability of CAGs, not in order of importance, are:

1. **LEGAL STATUS**- A formal legal status provides the means for CAGs to access regional authorities and various international organizations for additional resources and assistance. This issue is related primarily to regional governments which, in many ways, continue the Soviet legacy of authorized legitimacy in which all social initiatives should be approved by the government. On the other hand, since many of the micro-projects deal with a public commodity, water (either drinking or irrigation), legal authorization is required to tap, supply and collect fees.
2. **SUCCESSFUL COMPLETION OF PROJECT**- Failure easily leads to discouragement and passivity. The recent major earthquake, the collapse of the economy, high unemployment and the rapid decline of social services has generated attitudes of discouragement. Thus, the degree to which the initial project is completed, although it may not accomplish all of its planned objectives, inspires the current CAG members and encourages other village residents to be active CAG members which can work on local development.
3. **SOLIDARITY**- The degree of cohesion among CAG members, and village residents, increases as the identification of problem and how it will be solved, is a broad community effort. Solidarity also results when the first micro-project is successfully completed, because people realize that together they can improve their social and economic conditions.
4. **FINANCIAL INDEPENDENCE**- Many CAG members, and regional authorities, felt that without a consistent and dependable budget from which to operate CAGs would exist as long as the grant.

they received Two types of financial support were identified as increasing CAG sustainability internal and external Internal financial support represents revenue generated out of a project for example water fees or profits from milling External financial support represents grants primarily from international organizations No one mentioned the possibility of external funds at least in the near future, from the federal government for development efforts such as federal and state Community Block Grants in the United States

- 5 TRUST FROM COMMUNITY- Transparency of the CAG election process, problem identification and financial transactions of the project are vital to feelings of trust and belief in village residents in the motives of CAG members Distrust of village residents toward the CAG leads to difficulties of recruiting community contributions discord and project complications After these experiences CAG members rarely want to serve again and new members become difficult to recruit
- 6 CLEAR (RE)ELECTION PROCESS- A prevailing attitude among village residents toward individuals who aspire to hold a leadership position is that they do so primarily for individual gain If the selection of CAG members is an honest and above-board process then village residents are more willing to assist CAGs
- 7 SERIOUSNESS OF PROBLEM- Broad community support is needed for CAGs to successfully complete these projects Broad community support is directly tied to the seriousness of the problem and the extent to which it affects the broader community CAGs which attempt to resolve acute and extensive problems receive broader support from the community
- 8 IDENTIFICATION OF ANOTHER PROJECT- For CAGs to be sustainable, another project needs to be identified before the first project is completed The identification of another project can build on the momentum of community interest awareness and mobilization generated during the first project
- 9 COALITIONS- Many CAG members expressed an interest in forming a regional alliance or association of CAGs for support especially to nonregistered CAGs
- 10 TRAININGS EXCHANGES SEMINARS- CAG members stated that they would like to hear about the experiences of other CAGs and receive information on such issues as community organization grant writing taxation, business plans and local government relations
- 11 RECOGNITION- Sustainability of CAGs is promoted by formal recognition of CAG efforts This may include certificates, articles in local papers or interviews on local television stations

### ***C Components of Capacity Building***

All respondents were asked to identify important ingredients that contribute to building the capacity of CAGs to identify and solve community problems Almost all responses fit into the following components

- 1 SUCCESSFUL COMPLETION OF FIRST PROJECT- the first hurdle is the most difficult Disbelief is one of the first obstacles many CAG members must overcome Disbelief in not only in doing the project but being "allowed" to by authorities Once the first project is completed successfully then as respondents stated, the 'sense of ability' to accomplish local initiatives begins However the process of increasing a sense of ability requires continued undertakings
- 2 RECOGNITION- capacity building is supported by not only informal recognition from the community but correspondingly by formal recognition from the central and regional governments and international organizations Formal recognition in the form of certificates publicity or being asked to give a presentation regarding their project
- 3 INFORMATION & TRAINING- CAG members remarked that they need additional information related to legal issues of taxation (especially with water projects) how to work with local government how to develop business plans and grant writing

- 4 LEGAL STATUS- obtaining a formal legal status as a cooperative NGO or Union provides CAGs the legitimization to access various regional government resources and to make direct contact with international organizations
- 5 EXPERIENCE- as CAG members do several projects they learn how to identify local problems solicit support identify local resources, make contacts with governmental authorities and international organizations
- 6 SENSE OF OWNERSHIP- the community contribution is viewed as one vital component in capacity building Although these contributions are comprised of little cash, the labor contribution is seen as an investment in their community Sweat-equity contributes to as one CAG member put it *'that the project is now our child It is not the government s, but ours*
- 7 INVOLVEMENT OF VILLAGE/TOWN COUNCIL- since, in many cases, the voluntary nature of CAG activity is not recognized by local government as having any legitimacy in local development many respondents said that the ability of CAGs to operate requires the tacit approval and involvement of the village/town council
- 8 LEARNING TO WORK WITH LOCAL GOVERNMENT- this is bound closely with the involvement of village and town councils The ability of CAGs to initiate and conduct local development requires in many cases a close social-partnership with local government structures This learning involves knowing which offices to obtain authorization if needed, which ones provide technical or material support which departments are reliable and a host of many other types of essential information
- 9 PROFESSIONAL INVOLVEMENT- in numerous projects some type of professional assistance is needed for determining technical specifications, handling financial accounts organizing project stages and determining social economic and ecological impacts
- 10 FINANCIAL INDEPENDENCE- money means power, or the capacity to do things Respondents divulged that without some consistent financial resources the capacity of CAG is greatly diminished
- 11 POLITICAL INDEPENDENCE- despite CAGs recognizing the importance of a partnership with local government they nevertheless stated that political independence is vital for their survival Examples were given of cases CAGs disbanding and new ones being formed due to the village/town council member who was also the CAG coordinator not being reelected

#### ***D Factors Influencing the Participation of Community Members***

The extent to which community residents participate in community development projects is dependent upon a multitude of situations and factors Present below is a list of situations and factors identified by respondents that influence and affect the participation of community residents in CDP projects

- 1 AWARENESS- the degree to which the broader community is aware of the project increases the participation of community residents This requires additional work by the Project Officer and CAG members
- 2 DISBELIEF- virtually all respondents spoke of skepticism of International Organizations to assist them They disbelieved that an International Organization from the US would be interested in their small village to contribute money
- 3 SUSPICION- community residents have suspicions, based on historical precedence of Soviet times of any organization or village residents (CAG) who want to do something in their village As reported by the 1996 *Human Development Report* (pg 17), *"Deterioration of the relationship between the people and the authorities has resulted in noticeable social and political alienation Discontent with the authorities dominates the public s mentality"* Openness transparency and accountability related to all elections decisions and transactions are of vital importance
- 4 SEASON- two seasons that detract from community participation are the spring (planting) and the fall (harvesting)

- 5 PERSONAL INTERESTS- if community residents can not detect some personal gain from the CDP project they are less likely to volunteer or participate in any manner
- 6 GENDER- the degree to which men and women overtly participate is related to the type of projects implemented Men participate more openly in labor intensive undertakings such as drinking water and irrigation projects whereas women participate in undertakings related to education, health and culture
- 7 PROJECT COVERAGE- this is related to personal interest, that is, as the number of people who will directly benefit from the project increase so does participation
- 8 ELECTION OF CAG- community residents must feel that the election of CAG members is open and befitting the project to be implemented
- 9 SUCCESSFUL COMPLETION- if the first project implemented is to some degree successful, then more community residents are more likely to become involved in other CDP projects Nothing reduces community participation as project failure

### *E Relations Among Local Development Actors*

Figure 2 illustrates the formal and informal relations between various participants in these CDP projects, as derived from the assessment interviews Specifically, this illustration is for CAGs which are not a formally registered organization (e g , Water Union, Cooperative, NGO, etc ) It is interesting to notice that the only link to regional government level officials for CAGs is the local village or town council Village/Town councils are "bridges" to access regional authorities and resources such as technical experts

Moreover this illustration shows that Project Officers and Project Managers are required to develop and maintain more relationships than just with CAG members, which is time consuming they must develop and maintain relationships with Village/Town Councils, Marzpets and a host of regional departments As the number of Marzes which a Project Officer and Project Manager must operate in increases the number of these relationship increases

Figure 2 Structure of Formal and Informal Relations Between Regional and Village Government, CDP and a Nonregistered CAG

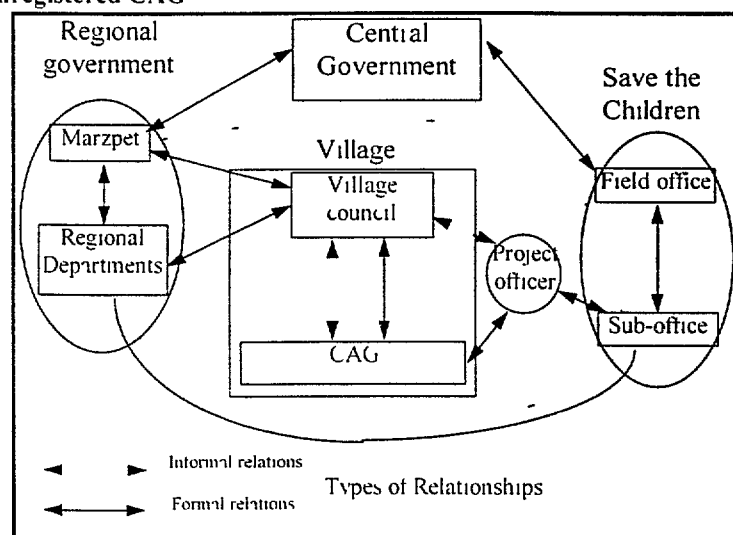


Figure 3 illustrates the formal and informal relations between various participants in these CDP projects when the CAG is formally registered organization providing or overseeing some public service (e g Water Union) As illustrated, these registered CAGs have direct access to regional authorities and resources without relying on local village or town councils Nevertheless since they provide a public service they are formally tied to the Village/Town councils which are the only



- Armenia Respondents stated that the creation and repeated interaction between CAG members and the CDP's Project Officers and Project Managers provided a basic, yet essential foundation of skills attitudes and social organization for projects and undertakings which they would like to implement in the short-term but also for the long-term development of civil society in Armenia

Most respondents expressed several wishes for the CD program First some IAOs that the financial amount of the micro-projects not be increased significantly They expressed fear and uneasiness about attempts to 'go bigger' in the desire to achieve larger impacts In their opinions the primary reason the CDP is so successful is due to the micro-projects being 'small-scale' and 'do-able' activities Small-scale projects are important because they are more likely than large-scale projects to be financially transparent reasonably demanding on community contributions and instill a sense of accomplishment among CAG members and community Respondents concluded that the outcomes from these micro-projects are substantial although these impacts may not fulfill the desires of many agencies for measurable, economic impacts

Several of the international organizations expressed their hope that the CDP would (1) increase the number of projects in each village (not necessarily increasing the number of Marzes) (2) increase the number of Project Officers in the field so that they can spend more time with CAG members and communities in creating better awareness of CAG and community responsibilities (3) have Project Officers work as a team and (4) would increase the number of projects which could be complementary to their micro-credit programs, such as income generation projects

Suggestions and criticisms included

1 Project Officers should spend more time in communities to inform residents about micro-projects guidelines procedures and the importance of selecting "good" CAG members Several respondents stated that some communities are simply not aware of projects and basic procedures and that CAG members do not always represent the broader community or effective workers

2 There needs to be an on-going training component in each project for the training of CAG members on principles (e.g. democracy public accountability) and tasks (e.g. decision-making planning)

3 Project Officers need to have more technical skills relevant to the projects they assist

4 One of CDP's goals should include the expectation communities view the program as a series of projects rather than merely one project Thus, problem identification should not encompass solving one problem but rather a solving a series of connected problems

5 Reduce the required minimum size of CAGs from nine to either four or five Generally only four to five CAG members are knowledgeable or active The larger number of inactive CAG members reduces the efficiency and effectiveness of the CAGs ability to plan decide and implement projects

6 A more concerted effort needs to be given to establishing CAGs with a 'legal status' This would involved providing information on registration procedures for becoming a nongovernmental organization assistance with writing charters and by-laws, and registering with the Ministry of Justice

## 7 Appendix

### A Tables

The following tables are provided to document the information reported in this assessment and to contribute to the future administration and management of the CDP by observing what has been accomplished to date

#### 1 Number

**Table 1 Number of Funded and NonFunded Projects**

Funded	196 (64.3%)
Completed	153
Not completed	38
Canceled	5
Not funded	109 (35.7%)
Total	305 (100.0%)

**Table 2 Status of Funded Projects by Fiscal Year**

Fiscal Year	Completed	Not completed	Canceled	Total
1995/1996	90	2	4	96
1996/1997	63	19	1	83
1997/1998	0	17	0	17
Total	153	38	5	196

\* October 1 - September 30

*funded = achieved*

**Table 3 Proposed and Funded Projects by Fiscal Year**

Sub-Office	FY 95/96		FY 96/97		FY 97/98		Total	
	Plan- ned	Ach- ieved	Plan- ned	Ach- ieved	Plan- ned	Ach- ieved	Plan- ned	Ach- ieved
Yeghegnadzor	33	23	32	17	-	5	65	45
Sevan	33	22	32	27	-	1	65	50
Stepanavan	30	18	30	17	-	5	60	40
Talin	30	33	30	22	-	6	60	61
Total	126	96	124	83	-	17	250	196

**Table 4 Status of Funded Project by Sub-Office**

Sub-Office	Not		Total
	Completed	Not completed	
Yeghegnadzor	38	7	45
Sevan	42	6	50
Stepanavan	30	10	40
Talin	43	15	61
Total	153	38	196

## 2 Sector

**Table 5 Funded Projects by Fiscal Year and Sector**

Sector	FY 95/96	FY 96/97	FY 97/98	Total	%
Drinking water	40	46	5	91	46.4
Irrigation	30	16	1	47	24.0
Health	4	2	0	6	3.1
Education	7	4	4	15	7.7
Agriculture	7	5	0	12	6.1
Social sphere	0	6	0	6	3.1
Income generation	0	2	4	6	3.1
Food processing	5	1	0	6	3.1
Animal husbandry	3	0	0	3	1.5
Culture	0	1	2	3	1.5
Construction	0	0	1	1	0.01
Total	96	83	17	196	100.0

**Table 6 Status of Funded Projects by Sector**

Sector	Completed	Not completed	Canceled	Total
Drinking water	71	17	3	91
Irrigation	42	3	2	47
Health	5	1	0	6
Education	10	5	0	15
Agriculture	11	1	0	12
Social sphere	5	1	0	6
Income generation	1	5	0	6
Food processing	6	0	0	6
Animal husbandry	2	1	0	3
Culture	0	3	0	3
Construction	0	1	0	1
Total	153	38	5	196

**Table 7 Number of Projects by Sub-Office and Sector**

Sector	Sub-offices				Total
	Yeghegnadzor	Sevan	Stepanavan	Talin	
Drinking water	21	16	21	33	91
Irrigation	12	19	1	15	47
Health	3	0	1	2	6
Education	5	3	5	2	15
Agriculture	1	3	5	3	12
Social sphere	0	6	0	0	6
Income generation	0	1	3	2	6
Food processing	1	2	2	1	6
Animal husbandry	0	0	1	2	3
Culture	2	0	0	1	3
Construction	0	0	1	0	1
Total	45	50	40	61	196

**Table 8 Length of Projects in Days**

Length of project in days	Number of projects	% of projects
Intended		
length of projects		
1-30	7	4.6
31-60	26	17.0
61-90	22	14.4
91-120	19	12.4
121-150	20	13.1
151-180	14	9.2
>180	45	29.4
Total	153	100.0

**Table 9 Length of Projects by Fiscal Year, Sub-Offices and Sector**

	Length of Projects				
	Minimum	Maximum	Average # of days	Average # of months	Total days
FY 95/96 (90)	6	533	168	5 6	15 155
FY 96/97 (63)	11	474	129	4 3	8 131
Sub-Offices					
Yeghegnadzor (38)	31	523	152	5 1	5 775
Sevan (42)	6	474	104	3 5	4 354
Stepanavan (30)	40	395	167	5 6	5 005
Talin (43)	18	533	190	6 3	8 152
Sectors					
Drinking water (71)	8	523	159	5 3	11 259
Irrigation (42)	6	474	149	5 0	6 246
Health (5)	76	235	156	5 2	780
Education (10)	56	533	184	6 1	1 840
Agriculture (11)	38	196	112	3 7	1 234
Social sphere (5)	49	179	86	2 9	430
Income generation (1)	112	112	112	3 7	112
Food processing (6)	92	514	187	6 2	1,121
Animal husbandry (2)	45	219	132	4 4	264
Overall (153)	6	533	152	5 1	23 286

### 3 Budgets

**Table 10 Percentage of Completed Project Budgets Below, Equal or Above Proposed Budget by Fiscal Year by Contributor**

Budgets	FY 95/96 (90 projects)		FY 96/97 (63 projects)		Total (153 projects)	
	SC	Community	SC	Community	SC	Community
Actual < Proposed	72 2	18 9	90 5	7 9	79 7	14 4
Actual = Proposed	2 2	32 2	3 2	22 2	2 6	28 1
Actual > Proposed	25 6	48 9	6 3	69 9	17 7	57 5
Total	100 0	100 0	100 0	100 0	100 0	100 0

**Table 11 Minimum Maximum and Average Contributions to Project Budget in USD**

	Minimum	Maximum	Average	Total	% of total
Save the Children	316	10 941	6 244	955,267	55 7
Community*	400	44 500	4 962	744 046	44 3
Projects (153)	716	53 997	11 206	1,714 465	100 0

\* Community contribution can be comprised of cash and/or in-kind materials and labor. In most cases it primarily represented in-kind labor.

**Table 12 Minimum Maximum, Average and Total Project Budget by Fiscal Year**

Fiscal Year	Minimum	Maximum	Average	Total	% of total
1995/1996 (90 projects)					
Save the Children	316	9 982	4 790	431 086	56 3
Community	400	17 400	3 717	334 483	43 7
Projects	716	21 100	8 506	765 569	100 0
1996/1997 (63 projects)					
Save the Children	2 060	10 941	8 320	524 181	55 2
Community	1 368	44 500	6 742	424 715	44 8
Projects	5 278	53 997	15 062	948 896	100 0
Overall for projects (153)	716	53 997	11 206	1 714 465	

\* Community contribution can be comprised of cash and/or in-kind materials and labor.

**Table 13 Minimum, Maximum, Average and Total Project Budget by Sub-Office**

	Minimum	Maximum	Average	Total	% of budget
<b>Yeghegnadzor (38 projects)</b>					
Save the Children	4 086	10 941	6,692	254 300	60.3
Community Projects	1 257	8 150	4 407	167,478	39.7
	5 677	17 202	11 099	421,778	100.0
<b>Sevan (42 projects)</b>					
Save the Children	316	9 971	6 519	273 804	49.8
Community Projects	400	44,500	6,573	276,097	50.2
	716	53 997	13 093	549,883	100.0
<b>Stepanavan (30 projects)</b>					
Save the Children	1,735	9,654	5,909	177,283	59.2
Community Projects	1 060	24,600	4,072	122 173	40.8
	2 904	33 984	9 982	299 456	100.0
<b>Talin (43 projects)</b>					
Save the Children	1 984	9 982	5 811	249,880	56.4
Community Projects	1 366	22 775	4,499	193,468	43.6
	3,744	32 708	10,310	443,348	100.0
<b>Overall for projects (153)</b>	<b>716</b>	<b>53 997</b>	<b>11,206</b>	<b>1 714 465</b>	

**Table 14 Minimum, Maximum, Average and Total Project Budget by Project Sector**

Sector	Minimum	Maximum	Average	Total	% of budget
<b>Drinking water (71)</b>					
Save the Children	729	10,941	6,576	466,916	57.9
Community Projects	600	24 600	4,791	340,168	42.1
	1 329	33 894	11,367	807 084	100.0
<b>Irrigation (42)</b>					
Save the Children	2 001	9 933	5,846	245 512	50.0
Community Projects	500	44 500	5 856	245,527	50.0
	2 921	53 997	11 691	491,039	100.0
<b>Health (5)</b>					
Save the Children	1 735	9 856	5,187	25,936	63.4
Community Projects	1 257	5,908	2 999	14,997	36.6
	4 199	15 764	8 187	40,933	100.0
<b>Education (10)</b>					
Save the Children	1 901	9,755	6,606	66,068	63.7
Community Projects	1 510	7 105	3 765	37,653	36.3
	3 411	16 860	10,371	103,711	100.0
<b>Agriculture (11)</b>					
Save the Children	1 804	9 413	5 608	61,682	50.1
Community Projects	1 100	15 050	5 583	61,412	49.9
	2 904	19,709	11,190	123,094	100.0
<b>Social sphere (5)</b>					
Save the Children	7 946	9 669	9 107	45 536	58.7
Community Projects	3 140	10 000	6 404	32 020	41.3
	11 086	19 482	15 511	77,556	100.0
<b>Income generation (1)</b>					
Save the Children	9 500	9 500	9,500	9 500	71.0
Community Projects	3 900	3 900	3 900	3,900	29.0
	13 400	13 400	13,400	13 400	100.0
<b>Food processing (6)</b>					
Save the Children	316	6 329	4 310	25 858	58.8
Community Projects	400	5 700	3,014	18,086	41.2
	716	10 515	7 324	43 944	100.0
<b>Animal husbandry (2)</b>					
Save the Children	3 341	4 928	4 135	8 269	60.3
Community Projects	1 885	3 550	2 718	5 435	39.7
	5 226	8 478	6 852	13 704	100.0
<b>Overall for projects (153)</b>	<b>716</b>	<b>53 997</b>	<b>11 206</b>	<b>1 714 465</b>	

**Table 15 Proportion of Community's Contribution to Total Project Budget**

Community contribution to total project budget	N	%
< 20%	1	0.7
20%-45%	112	73.2
46%-65%	31	20.3
66%-85%	9	5.9
> 85%	0	0.0
Total	153	100.0

**4 Beneficiaries****a) Number****Table 16 Number of Men, Women and Children Beneficiaries by Fiscal Year**

Fiscal Year	Men	Women	Children	Total beneficiaries	Pop. in project settlements	% served by projects
1995/1996 (90 projects)	30 549	22 879	29,182	82,610	388 876	21.2
1996/1997 (63 projects)	20 711	22 963	25 266	68,913	332,341	20.7
Total (153 projects)	51 260	45 842	54 448	151,523	721,217	21.0

**Table 17 Number of Projects by the Percentage of Men, Women and Children Beneficiaries for Fiscal Years**

Fiscal Year	% of beneficiaries						Total
	0%	1-25%	26-49%	50-75%	76-99%	100%	
1995/1996 (90 projects)							
Men	6	22	48	1	2	11	90
Women	14	14	57	3	2	0	90
Children	12	12	50	5	8	3	90
1996/1997 (63 projects)							
Men	0	16	47	0	0	0	63
Women	0	10	52	0	1	0	63
Children	0	11	41	7	4	0	63

**Table 18 Number of Projects by the Percentage of Men, Women and Children Beneficiaries for Sub-Offices**

Sub-Office	% of beneficiaries						Total
	0%	1-25%	26-49%	50-75%	76-99%	100%	
Yeghegnadzor (38 projects)							
Men	1	14	19	0	1	3	38
Women	3	6	25	2	2	0	38
Children	3	8	21	3	3	0	38
Sevan (42 projects)							
Men	1	15	21	0	0	5	42
Women	5	10	27	0	0	0	42
Children	5	2	25	4	6	0	42
Stepanavan (30 projects)							
Men	2	3	24	0	0	1	30
Women	2	2	25	0	1	0	30
Children	1	5	20	1	2	1	30
Talin (43 projects)							
Men	2	6	31	1	1	2	43
Women	4	6	32	1	0	0	43
Children	3	8	25	4	1	2	43

**Table 19 Average Percentage of Men, Women and Children to Total Beneficiaries by Sector**

Sector	Percentage of beneficiaries			Total
	Men	Women	Children	
Drink water (71)	36	31	33	100
Irrigation (42)	36	31	33	100
Health (5)	15	41	44	100
Education (10)	13	8	79	100
Agriculture (11)	33	31	37	100
Social sphere (5)	27	29	44	100
Income generation (1)	26	34	40	100
Food processing (6)	48	20	32	100
Animal husbandry (2)	28	38	35	100
Total (153)	33	30	37	100

**Table 20 Number of IDP Beneficiaries by Fiscal Year, Sub-Office and Sector**

	IDP Beneficiaries	
	Number	%
FY 95/96 (90)	5 897	19.9
FY 96/97 (63)	23 690	80.1
<b>Sub-Offices</b>		
Yeghegnadzor (38)	4 181	14.1
Sevan (42)	7 932	26.8
Stepanavan (30)	15 777	53.3
Talin (43)	1 697	5.7
<b>Sectors</b>		
Drinking water (71)	16 649	56.3
Irrigation (42)	6 834	23.1
Health (5)	19	0.1
Education (10)	3 386	11.4
Agriculture (11)	346	1.2
Social sphere (5)	677	2.3
Income generation (1)	0	0.0
Food processing (6)	1 667	5.6
Animal husbandry (2)	0	0.0
Overall (153)	29 587	100.0

**b) Community Views of Micro-Projects****Table 21 Percentage of Community Aware of the Project at Project Close-out**

% of community aware of project	Number	%
0	0	0.0
1% - 24%	0	0.0
25% - 49%	2	2.2
50% - 74%	8	9.0
75% - 99%	12	13.5
100%	67	75.3
Total	89	100.0

**Table 22 Percentage of Projects by Levels of Community's Awareness of Project at Close-out for Fiscal Year Sub-Office and Sector**

	% of community aware of project		
	0%	Average	100%
FY 95/96 (68)	0 0	92 8	76 5
FY 96/97 (21)	0 0	95 0	71 4
Sub-Offices			
Yeghegnadzor (20)	0 0	94 3	85 0
Sevan (28)	0 0	90 7	67 9
Stepanavan (19)	0 0	92 6	78 9
Talin (22)	0 0	96 4	72 7
Sectors			
Drinking water (36)	0 0	96 9	80 6
Irrigation (25)	0 0	91 4	68 0
Health (3)	0 0	85 0	66 7
Education (9)	0 0	86 1	77 8
Agriculture (8)	0 0	87 5	50 0
Social sphere (2)	0 0	100 0	100 0
Food processing (5)	0 0	100 0	100 0
Animal husbandry (1)	0 0	100 0	100 0
Overall (89)	0 0	93 3	75 3

**Table 23 Percentage of Beneficiaries Who Are Satisfied With the Project at Close-out**

Satisfaction of beneficiaries with project	Number*	%
Very satisfied	37	41 6
Satisfied	21	23 6
Undecided	16	18 0
Village is divided	14	15 7
Not satisfied	1	1 1
Total	89	100 0

**Table 24 Percentage of Beneficiaries Who Are Satisfied With the Project at Close-out by Fiscal Year, Sub-Office and Sector**

	Satisfaction of beneficiaries with project					Total
	Very satisfied	Satisfied	Undecided	Village is divided	Not satisfied	
FY 95/96 (68)	42 6	17 6	23 5	14 7	1 5	100 0
FY 96/97 (21)	38 1	42 9	0 0	19 0	0 0	100 0
Sub-Offices						
Yeghegnadzor (20)	45 0	20 0	15 0	20 0	0 0	100 0
Sevan (28)	32 1	35 7	7 1	21 4	3 6	100 0
Stepanavan (19)	36 8	21 1	21 1	21 1	0 0	100 0
Talin (22)	54 5	13 6	31 8	0 0	0 0	100 0
Sectors						
Drinking water (36)	50 0	19 4	19 4	11 1	0 0	100 0
Irrigation (25)	28 0	24 0	16 0	28 0	4 0	100 0
Health (3)	33 3	66 7	0 0	0 0	0 0	100 0
Education (9)	78 8	22 2	0 0	0 0	0 0	100 0
Agriculture (8)	12 5	25 0	50 0	12 5	0 0	100 0
Social sphere (2)	0 0	50 0	0 0	50 0	0 0	100 0
Food processing (5)	60 0	20 0	0 0	20 0	0 0	100 0
Animal husbandry (1)	0 0	0 0	100 0	0 0	0 0	100 0
Overall (89)	41 6	23 6	18 0	15 7	1 1	100 0

## 5 Schedule and Maintenance

**Table 25 Projects Completed According to Proposed Schedule**

Completed according to schedule	N	%
Yes	34	35.1
No	63	64.9
Total	97	100.0

**Table 26 Projects Completed According to Proposed Schedule by Fiscal Year Sub-Office and Sector**

	Completed according to schedule		Total
	Yes	No	
FY 95/96 (71)	21.1	78.9	100.0
FY 96/97 (26)	73.1	26.9	100.0
Sub-Offices			
Yeghegnadzor (22)	45.5	54.5	100.0
Sevan (29)	41.4	58.6	100.0
Stepanavan (22)	27.3	72.7	100.0
Talin (24)	25.0	75.0	100.0
Sectors			
Drinking water (42)	38.1	61.9	100.0
Irrigation (27)	29.6	70.4	100.0
Health (3)	0.0	100.0	100.0
Education (9)	44.4	55.6	100.0
Agriculture (8)	37.5	62.5	100.0
Social sphere (2)	100.0	0.0	100.0
Food processing (5)	0.0	100.0	100.0
Animal husbandry (1)	100.0	0.0	100.0
Overall (97)	35.1	64.9	100.0

**Table 27 Maintenance Plan Was Implemented According to Proposed Plan**

Maintenance plan being implemented	N	%
Yes	70	72.9
No	26	27.1
Total*	96	100.0

\* 1 case is missing

**Table 28 Maintenance Plan Was Implemented According to Proposed Plan by Fiscal Year, Sub-Office and Sector**

	Maintenance plan being implemented		Total
	Yes	No	
FY 95/96 (70)	64.3	35.7	100.0
FY 96/97 (26)	96.2	3.8	100.0
Sub Offices			
Yeghegnadzor (22)	54.5	45.5	100.0
Sevan (29)	72.4	27.6	100.0
Stepanavan (22)	72.7	27.3	100.0
Talin (23)	91.3	8.7	100.0
Sectors			
Drinking water (42)	73.8	26.2	100.0
Irrigation (26)	57.7	42.3	100.0
Health (3)	66.7	33.3	100.0
Education (9)	88.9	11.1	100.0
Agriculture (8)	87.5	12.5	100.0
Social sphere (2)	100.0	0.0	100.0
Food processing (5)	80.0	20.0	100.0
Animal husbandry (1)	100.0	0.0	100.0
Overall (96)*	72.9	27.1	100.0

\* 1 case is missing

## B Project Officers and Managers

### 1 Visits to CAGs and Projects

Table 29 Overall Number of Visits by Project Officers and Managers Between the Beginning and Close-out of Project

# of Visits	% of Projects for Project Officers	% of Projects for Project Managers	Combined
0	1 0	1 0	0 0
1 - 16	21 9	95 2	10 5
16 - 25	28 5	1 9	25 7
26 - 50	30 5	1 9	40 0
51 - 75	9 5	0 0	12 4
>75	8 6	0 0	11 4
Total	100 0	100 0	100 0
Minimum	0	0	6
Maximum	170	40	210
Average	34	7	41

Table 30 Ratio of Project Officer's Visits to Project Days For Each Project

Ratio*	% of Projects for Project Officers	# of projects**
1 visit ≤ 5 6 project days	91 7%	88
1 visit ≥ 5 7 project days	8 3%	8
Total	100 0%	96
Most often	1 visit 1 project day	
Least often	1 visit 21 project days	
Average	1 visit 3 2 project days	

\* Based on CDP Procedures of 16 visits every 3 months (90 days - 16 visits = 5 6 or 1 visit every 5 6 day or less)

\*\* Data is not available of 1 project

Table 31 Ratio of Project Officer's Visits to Project Days For Each Project by Fiscal Year, Sub-Office and Sector

	Ratio		Total
	1 visit ≤ 5 6 project days	1 visit ≥ 5 7 project days	
FY 95/96 (70)	91 4	8 5	100 0
FY 96/97 (26)	92 0	8 0	100 0
Sub Offices			
Yeghegnadzor (21)	90 5	9 5	100 0
Sevan (30)	90 0	10 0	100 0
Stepanavan (22)	90 9	9 1	100 0
Talin (23)	95 7	4 3	100 0
Sectors			
Drinking water (42)	92 9	7 1	100 0
Irrigation (27)	81 5	18 5	100 0
Health (3)	100 0	0 0	100 0
Education (8)	100 0	0 0	100 0
Agriculture (8)	100 0	0 0	100 0
Social sphere (2)	100 0	0 0	100 0
Food processing (5)	100 0	0 0	100 0
Animal husbandry (1)	100 0	0 0	100 0
Overall (96)**	91 7	8 3	100 0

\* Based on CDP Procedures of 16 visits every 3 months (90 days - 16 visits = 5 6 or 1 visit every 5 6 day or less)

\*\* Data is not available of 1 project

**Table 32 Ratio of Project Manager's Visits to Project Days For Each Project**

Ratio*	% of Projects for Project Managers
1 visit ≤ 30 project days	90.6%
1 visit ≥ 31 project days	9.4%
Total	100.0%
Minimum	1 visit 1 project day
Maximum	1 visit 141 project days
Average	1 visit 19 project days

\*Based on CDP Procedures of 1 visit each month

**Table 33 Ratio of Project Manager's Visits to Project Days For Each Project by Fiscal Year, Sub-Office and Sector**

	Ratio		Total
	1 visit ≤ 30 project days	1 visit ≥ 30 project days	
FY 95/96 (70)	88.6	11.4	100.0
FY 96/97 (26)	96.2	3.8	100.0
Sub-Offices			
Yeghegnadzor (21)	90.5	9.5	100.0
Sevan (30)	100.0	0.0	100.0
Stepanavan (22)	73.9	22.7	100.0
Talin (23)	91.3	8.7	100.0
Sectors			
Drinking water (42)	85.7	14.3	100.0
Irrigation (26)	92.3	7.7	100.0
Health (3)	100.0	0.0	100.0
Education (9)	100.0	0.0	100.0
Agriculture (8)	87.5	12.5	100.0
Social sphere (2)	100.0	0.0	100.0
Food processing (5)	100.0	0.0	100.0
Animal husbandry (1)	100.0	0.0	100.0
Overall (96)**	90.6	9.4	100.0

\* Based on CDP Procedures of 1 visit each month

\*\* Data is not available of 1 project

## C Civic Action Groups (CAGs)

### 1 Size and Gender Composition

**Table 34 Size of Civic Action Groups**

# of CAG members	# of projects	%	# of people
9	16	10.5	144
10	57	37.3	570
11	27	17.6	297
12	37	24.2	444
13	11	7.2	143
14 or more	5	3.4	88
Average (11.0)	153	100.0	1,686

**Table 35 Minimum, Maximum, Average and Total Number of People in CAGs by Fiscal Year, Sub-Office and Sector**

	Minimum	Maximum	Average	Total # of people
FY 95/96 (90)	9	20	11.2	1 005
FY 96/97 (63)	9	14	10.8	681
<b>Sub-Offices</b>				
Yeghegnadzor (38)	9	14	10.5	400
Sevan (42)	10	13	11.0	461
Stepanavan (30)	10	20	12.1	363
Talin (43)	9	16	10.7	462
<b>Sectors</b>				
Drinking water (71)	9	14	11.0	783
Irrigation (42)	9	13	10.7	451
Health (5)	10	11	10.2	51
Education (10)	9	20	13.0	130
Agriculture (11)	9	20	11.6	127
Social sphere (5)	10	12	10.6	53
Income generation (1)	11	11	11.0	11
Food processing (6)	9	11	10.0	60
Animal husbandry (2)	10	10	10.0	20
<b>Total (153)</b>	<b>9</b>	<b>20</b>	<b>11.0</b>	<b>1 686</b>

**Table 36 Number of Women in CAGs**

# of Women in CAG	# of projects	%	# of women
0	69	45.1	0
1 - 5	79	51.7	167
6 - 10	4	2.7	29
> 10	1	0.7	17
<b>Average (1.4)</b>	<b>153</b>	<b>100.0</b>	<b>213</b>

**Table 37 Minimum Maximum Average and Total Number of Women in CAGs by Fiscal Year, Sub-Office and Sector**

	Minimum	Maximum	Average	# of women
FY 95/96 (90)	0	17	1.7	149
FY 96/97 (63)	0	9	1.0	64
<b>Sub-Offices</b>				
Yeghegnadzor (38)	0	9	2.5	95
Sevan (42)	0	4	0.9	38
Stepanavan (30)	0	17	2.3	70
Talin (43)	0	3	0.2	10
<b>Sectors</b>				
Drinking water (71)	0	4	0.9	64
Irrigation (42)	0	4	1.2	49
Health (5)	0	9	3.2	16
Education (10)	0	17	5.2	52
Agriculture (11)	0	3	1.1	12
Social sphere (5)	0	2	0.8	4
Income generation (1)	1	1	1.0	1
Food processing (6)	0	4	1.8	11
Animal husbandry (1)	0	4	2.0	4
<b>Total (153)</b>	<b>0</b>	<b>17</b>	<b>1.4</b>	<b>213</b>

**Table 38 Percentage of CAG Members That Are Women**

% of CAG Members That are Women	# of projects	%
0%	69	45.1
1% - 25%	62	40.5
26% - 49%	18	11.8
50% - 74%	1	0.7
75% - 99%	3	2.0
100%	0	0
Average (12%)	153	100.0

**Table 39 Proportion of Projects by Percentage of CAG Members That Are Women for Fiscal Year Sub-Offices and Sector**

	% of CAG That are Women						Total
	0%	1-25%	26-49%	50-74%	75-99%	100%	
FY 95/96 (90)	38.9	44.4	14.4	0.0	2.2	0.0	100
FY 96/97 (63)	54.0	34.9	7.9	1.6	1.6	0.0	100
<b>Sub-Offices</b>							
Yeghegnadzor (38)	7.9	65.8	18.4	2.6	5.3	0.0	100
Sevan (42)	52.4	38.1	9.5	0.0	0.0	0.0	100
Stepanavan (30)	23.3	53.3	20.0	0.0	3.3	0.0	100
Talin (43)	86.0	11.6	0.2	0.0	0.0	0.0	100
<b>Sectors</b>							
Drinking water (71)	53.5	40.8	5.6	0.0	0.0	0.0	100
Irrigation (42)	47.6	38.1	14.3	0.0	0.0	0.0	100
Health (5)	20.0	60.0	20.0	0.0	0.0	0.0	100
Education (10)	10.0	30.0	30.0	10.0	20.0	0.0	100
Agriculture (11)	45.5	45.5	9.0	0.0	0.0	0.0	100
Social sphere (5)	40.0	60.0	0.0	0.0	0.0	0.0	100
Income generation (1)	100.0	0.0	0.0	0.0	0.0	0.0	100
Food processing (6)	16.7	50.0	33.3	0.0	0.0	0.0	100
Animal husbandry (2)	50.0	0.0	50.0	0.0	0.0	0.0	100
Total (153)	45.1	40.5	11.8	0.7	2.0	0.0	100

**Table 40 Roles of Men and Women in CDP by Type of Projects**

Drinking Water & Irrigation		Education, Health, Culture	
Men	Women	Men	Women
Laborer	Initiator	Supporter	Initiator
Performer	Supporter	Occasional laborer	Organizer
Implementor	Encourager	Administer	Laborer
Organizer	Catalyst	Direct decision-maker	Advisor
Direct decision-maker	Advisor		Performer
			Direct decision-maker
			Catalyst

## 2 Status of CAGs at Project Close-Out

### a) Current Status

**Table 41 Status of CAG at Close-Out Evaluation**

Status of CAG at Close-Out	N	%
Disbanded	9	9.3
Together/inactive	26	26.8
Together/active	45	46.4
Applied for reg. org. status	10	10.3
Achieve reg. org. status	7	7.2
Total	97	100.0

**Table 42 Percentage of CAGs by Status at Close-Out for Fiscal Year, Sub-Office and Sector**

	Status of CAGs at Close-Out					Total
	Disbanded	Together /inactive	Together/ active	Applied for reg org status	Achieve reg org status	
FY 95/96 (71)	12.7	31.0	47.9	2.8	5.6	100.0
FY 96/97 (26)	0.0	15.4	42.3	30.8	11.5	100.0
<b>Sub Offices</b>						
Yeghegnadzor (22)	4.5	31.8	54.5	9.1	0.0	100.0
Sevan (29)	6.9	13.8	44.8	20.7	13.8	100.0
Stepanavan (22)	9.1	45.5	22.7	9.1	13.6	100.0
Talin (24)	16.7	20.8	62.5	0.0	0.0	100.0
<b>Sectors</b>						
Drinking water (42)	7.1	31.0	45.2	9.5	7.1	100.0
Irrigation (27)	7.4	33.3	40.7	11.1	7.4	100.0
Health (3)	33.3	0.0	66.7	0.0	0.0	100.0
Education (9)	0.0	11.1	77.8	11.1	0.0	100.0
Agriculture (8)	12.5	12.5	50.0	12.5	12.5	100.0
Social sphere (2)	50.0	50.0	0.0	0.0	0.0	100.0
Food processing (5)	20.0	40.0	40.0	0.0	0.0	100.0
Animal husbandry (1)	100.0	0.0	0.0	0.0	0.0	100.0
Total (97)	9.3	26.8	46.4	10.3	7.2	100.0

Numbers in parenthesis indicate number of CAGs interviewed at the project close-out

### *b) Change in Membership During Project*

**Table 43 Percentage Change in CAG Membership During Project Implementation**

Percentage change in CAG membership	N	%
0	61	62.9
1% - 24%	25	25.8
25% - 49%	8	8.2
50% - 74%	3	3.1
75% - 99%	0	0.0
100%	0	0.0
Total	97	100.0

**Table 44 Number of Projects by Percentage Change in CAG Membership During Project Implementation for Fiscal Year, Sub-Office and Sector**

	% Change in CAG Membership During Project				
	0	1% - 24%	25% - 49%	50% - 74%	75% - 100%
FY 95/96 (71)	43	18	7	3	0
FY 96/97 (26)	18	7	1	0	0
<b>Sub-Offices</b>					
Yeghegnadzor (22)	14	7	1	0	0
Sevan (29)	21	6	2	0	0
Stepanavan (22)	12	5	4	1	0
Talin (24)	14	7	1	2	0
<b>Sectors</b>					
Drinking water (42)	27	10	4	1	0
Irrigation (27)	19	6	2	0	0
Health (3)	1	2	0	0	0
Education (9)	2	4	1	2	0
Agriculture (8)	5	2	1	0	0
Social sphere (2)	2	0	0	0	0
Food processing (5)	5	0	0	0	0
Animal husbandry (1)	0	1	0	0	0
Total (97)	61	25	8	3	0

Numbers in parenthesis indicate number of CAGs interviewed at the project close-out

### c) Future Plans

**Table 45 Future Plans of CAGs at Project Close-Out**

Future CAG Plans	N	%
No plans	2	2.3
Discussed another project	71	80.7
Identified & begun organizing another project	14	15.9
Started implementing another project	1	1.1
Total*	88	100.0

\* 9 of the 97 CAGs had disbanded and thus future plans were not applicable

**Table 46 Future Plans of CAGs at Project Close-Out by Fiscal Year, Sub-Office and Sector**

	Future Plans of CAG at Close-Out				Total
	No plans	Discussed another project	Identified & begun org another project	Implementing another project	
FY 95/96 (62)	1.6	87.1	9.7	1.6	100.0
FY 96/97 (26)	3.8	65.4	30.8	0.0	100.0
<b>Sub-Offices</b>					
Yeghegnadzor (21)	0.0	85.7	14.3	0.0	100.0
Sevan (27)	0.0	81.5	18.5	0.0	100.0
Stepanavan (20)	5.0	70.0	20.0	5.0	100.0
Talin (20)	5.0	85.0	10.0	0.0	100.0
<b>Sectors</b>					
Drinking water (39)	2.6	79.5	17.9	0.0	100.0
Irrigation (25)	0.0	84.0	16.0	0.0	100.0
Health (2)	0.0	100.0	0.0	0.0	100.0
Education (9)	0.0	66.7	22.2	11.1	100.0
Agriculture (7)	0.0	87.5	14.3	0.0	100.0
Social sphere (2)	0.0	100.0	0.0	0.0	100.0
Food processing (4)	25.0	75.0	0.0	0.0	100.0
Total (88)*	2.3	80.7	15.9	1.1	100.0

\* 9 of the 97 CAGs had disbanded and thus future plans were not applicable

### d) Views of CAG Members

**Table 47 Views of CAG Members on Identifying & Solving Problems by Fiscal Year, Sub-Offices and Sector**

	% of CAG Members That Realize That				Total
	Too difficult to identify & solve problems	Easy to identify but difficult to solve	Difficult to identify but easy to solve	Possible to identify and solve	
FY 95/96 (44)	3.6	17.8	7.1	71.5	100.0
FY 96/97 (21)	2.7	9.1	4.4	83.8	100.0
<b>Sub Offices</b>					
Yeghegnadzor (13)	5.0	7.8	9.8	77.6	100.0
Sevan (21)	4.4	20.9	6.0	68.8	100.0
Stepanavan (16)	2.5	18.9	3.8	74.8	100.0
Talin (15)	1.1	8.9	6.1	83.9	100.0
<b>Sectors</b>					
Drinking water (24)	3.8	6.0	5.7	84.5	100.0
Irrigation (19)	4.1	15.3	2.8	77.8	100.0
Health (3)	0.0	15.9	37.3	46.8	100.0
Education (6)	3.3	23.4	5.4	67.8	100.0
Agriculture (5)	0.0	37.9	0.0	62.1	100.0
Social sphere (2)	5.6	8.3	16.7	69.4	100.0
Food processing (4)	2.8	36.6	0.0	60.6	100.0
Animal husbandry (2)	0.0	0.0	18.3	81.7	100.0
Overall (65)	3.3	15.0	6.2	75.5	100.0

**Table 48 Percentage Importance Various Organizations Contribute to Project Success by Fiscal Year, Sub-Offices and Sector**

	% of Importance to Success of Project				
	Village	Village Council	Marz	Humanitarian organizations	Total
FY 95/96 (44)	35.1	18.2	2.6	43.9	100.0
FY 96/97 (21)	36.6	18.9	3.0	41.8	100.0
<b>Sub-Offices</b>					
Yeghegnadzor (13)	39.9	19.2	1.8	39.3	100.0
Sevan (21)	37.5	14.5	3.1	44.6	100.0
Stepanavan (16)	31.8	20.8	1.7	45.8	100.0
Talin (15)	33.2	20.7	4.1	42.0	100.0
<b>Sectors</b>					
Drinking water (24)	34.8	22.3	2.9	39.6	100.0
Irrigation (19)	34.6	18.8	2.9	43.9	100.0
Health (3)	43.1	11.0	0.5	45.5	100.0
Education (6)	32.6	13.4	4.2	50.1	100.0
Agriculture (5)	35.6	19.1	2.3	43.1	100.0
Social sphere (2)	38.1	15.4	1.4	45.1	100.0
Food processing (4)	40.5	9.4	0.0	50.1	100.0
Animal husbandry (2)	40.0	14.2	4.2	41.7	100.0
Overall (65)	35.6	18.4	2.7	43.2	100.0

Numbers in parenthesis indicate number of CAGs

### 3 Status at Six-Month Follow-up

#### a) Current Status

**Table 49 Comparison of CAG Status at Six Month Follow-up with Close-Out**

Status of CAG (same 21 projects)	% at close-out	% at 6 month follow-up
Disbanded	9.5	33.3
Together but inactive	42.9	23.8
Together and active	42.9	33.3
Applied for regional organizational status	4.8	4.8
Achieve regional organizational status	0.0	4.8
Total	100.0	100.0

#### b) Views of CAG Members

**Table 50 Comparison of CAG Member's Views on Identifying & Solving Problems from the Earliest and Latest Projects**

CAG Members That Realize That It Is	Earliest projects (20)*	Latest projects (20)
Too difficult to identify & solve problems	12.0	1.6
Easy to identify but difficult to solve	27.9	10.3
Difficult to identify but easy to solve	5.3	1.1
Possible to identify and solve	55.0	87.0
Total**	100.0	100.0

\* 1 CAG responses from a 6 month follow-up are missing

\*\*Percentages represent averages

**Table 51 Comparison of CAG's Views on the Importance of Various Project Supporters from the Earliest and Latest Projects**

% of Importance to Project's Success	Earliest projects (20)*	Latest projects (20)
Village	38.7	31.0
Local govt	21.6	20.5
Marz	2.2	4.6
Humanitarian organization	37.8	44.1
Total**	100.0	100.0

\* 1 CAG responses are missing

\*\* Percentages represent averages

#### 4 Link with Local Governments

**Table 52 Chair of Village Council is CAG Member**

Chair of Village Council is CAG Member	N	%
No	50	32.7
Yes	103	67.3
Total	153	100.0

**Table 53 Chair of Village Council is CAG Member by Fiscal Year, Sub-Office and Sector**

	Head of Village Council is CAG Member		
	Yes	No	Total
FY 95/96 (90)	66.7	33.3	100.0
FY 96/97 (63)	68.3	31.7	100.0
Sub-Offices			
Yeghegnadzor (38)	73.7	26.3	100.0
Sevan (42)	50.0	50.0	100.0
Stepanavan (30)	63.3	36.7	100.0
Talin (43)	81.4	18.6	100.0
Sectors			
Drinking water (71)	81.7	18.3	100.0
Irrigation (42)	64.3	35.7	100.0
Health (5)	60.0	40.0	100.0
Education (10)	30.0	70.0	100.0
Agriculture (11)	54.5	45.5	100.0
Social sphere (5)	40.0	60.0	100.0
Income generation (1)	0.0	100.0	100.0
Food processing (6)	66.7	33.3	100.0
Overall (153)	67.3	32.7	100.0

### D Methodology

#### 1 Purpose

The purposes of evaluations can be arranged along a continuum that represents the connection of the evaluation to the community development program being evaluated. One purpose of program evaluations is to assess only a program(s) and/or project(s) that is an external evaluation of the community development program or project. Secondly, and in contrast, evaluations can contribute to the community development process itself. That is, the evaluation contributes to and is part of the development process. Thirdly, evaluations can attempt to assess the entire community development enterprise, both programs and process, in its overall social context.

This evaluation attempts to meet two of the above mentioned purposes. It was designed to be an evaluation of the community development program and projects, to a lesser extent, to contribute to the process of community development. That is, this evaluation considers if objectives have been achieved but

also in addition understanding processes, relationships, patterns and impacts. This evaluation is not the latter. It does not have as a goal the socio-economic impact of the CDP in the general population.<sup>1</sup>

## 2 Types of Methods<sup>13</sup>

The purposes stated above represent *what* this evaluation will achieve. The method is *how* these purposes will be achieved. The various types of evaluative methods can be classified into three basic models: (1) noncomparative, goal-based; (2) noncomparative, nongoal-based; and (3) comparative, goal-based. This evaluation will utilize both the noncomparative goal-based and noncomparative nongoal-based methods. The comparative goal-based method was not used.

### a) *Noncomparative, goal-based evaluation*

A model which concerns itself essentially with the question of whether predetermined goals and objectives have been achieved without making explicit comparisons, is generally referred to as a noncomparative goal-based evaluation method. The essential judgments and conclusions made are from a team or group process which judges performance against established measurable program goals and objectives. This model generally summarizes program goals, objectives, inputs and outputs and recommendations for future directions. It represents an evaluation of community development rather than an integral part of the community development process. This evaluation method is less costly and requires less time than the comparative goal-based method. In addition, this method allows for a more reasonable cause and effect relationship in the program.

The noncomparative goal-based evaluation method was used to examine and evaluate whether or not and the degree to which established objectives and measures of success were achieved. The data for this evaluation came from five sources: (1) CDP operational and procedural documents, (2) micro-project proposals, (3) micro-project close-out reports, (4) micro-project six month follow-up reports, and (5) questionnaires of CAG opinions and attitudes.

### b) *Noncomparative, nongoal based evaluation*

The second method used in this evaluation is loosely based on the noncomparative, nongoal-based model. One of the main criticisms of noncomparative, goal-based evaluation model (described above) is that it overlooks both unintended negative and positive "side-effects," assigns too much attention to stated goals, and tends to be inflexible. Some argue that evaluation research methodologies need to be 'goal free', 'intuitive' and use other qualitative methods of evaluation.<sup>14</sup> This model emphasizes the need to draw out and seek pertinent and relevant information on "actual" program effects and outcomes rather than depending upon established program goals and objectives. This method contributes directly to the community development process rather than an evaluation of community development.

The noncomparative nongoal-based model was slightly altered in this evaluation. First, six interviewers were hired who had interviewing experience and attending two days of training in the CDP and the evaluation design. Second, interview guides rather than questionnaires, were developed that provided these interviewers 'topics' for a conversation with various respondents. All questions were open-ended. Face-to-face interviews were conducted with personnel in various international humanitarian aid organizations, selected CAG members, selected Village Council members, most Marzpets and officials in various Marz departments and CDP staff.<sup>1</sup>

Interviewers spent two days in each of the four sub-offices which they used as a center of operations. After interviews from each sub-office were complete, interviewers returned to Yerevan where they met with the team leader for a "interview debriefing" session which were recorded on 12 sixty minute audiotapes. These debriefing sessions involved in-depth reports from each interviewer for each respondent group they interviewed. After their reports were presented, the evaluation team leader and other interviewers were allowed to ask probing questions and offer different interpretations and perspectives. At the end of each debriefing session basic findings were summarized.

### 3 List of Respondents

Location and date	Types of Respondents								Total
	International organizations <sup>1</sup>	Regional Government		Local Institutions		CDP Staff			
		Municipal	Ministry Departments	Village/ Town Councils	Civic Action Groups	Project Managers	Project Officers	Evaluation Officers	
Yerevan (Jan 18)	9	0	0	0	0	1	0	1	11
Talin (Jan 19-21)	1	2	5	2	4	2	6	0	22
Stepanakavan (Jan 19-21)	2	1	3	4	4	2	5	0	21
Sevan (Jan 26-28)	2	1	4	4	4	2	5	0	22
Yeghegnadzor (Jan 26-28)	1	2	3	4	4	2	4	0	20
Total	15	6	15	14	16	9	20	1	96

1 International organizations included USAID CRS GTZ US Peace Corps UNHCR CARE World Bank's Social Investment Fund IOM VOCA (the number of interviews does not equal the number of international organizations due to interviews being conducted with several people in one organization)

2 Regional departments included Agriculture Architecture Education Information, Irrigation Municipal Economy Social Infrastructure and Youth Culture and Sports

3 The interview which occurred in Yerevan was with the CDP Coordinator and although there is 1 Project Manager per sub office they were interviewed twice

## 8 CDP Approach to Community Development

### A The Approach

Community development can be viewed in a variety of ways. Government officials, economists, social scientists, development specialists and community members may have different definitions, uses and expectations of community development (see Appendix for different definitions of Community Development). As illustrated in the table below, community development may be viewed in four basic ways: a Process, a Method, a Program, or a Movement.

Community development when viewed as a Process, moves by a succession of stages. It involves a progression of changes in terms of specified criteria. It refers to fairly precise definitions and measurements expressed chiefly in social relations. For example, (1) a change from a condition where one or two people or a small group of elites within or without local community make decisions for rest of the people to a condition where people themselves make these decisions about matters of common concern, (2) from a condition of minimum to one of maximum co-operation, (3) from a condition where few participate to one where many participate, (4) from a condition where all resources and specialists come from outside to one where local people make most use of their own resources. This view *emphasizes what happens to people personally and socially*.

Community development when viewed as a Method, becomes a means to an end, that is a way of working so that some goal is attained. This method seeks to initiate and guide stages similar to those suggested by the Process in order that the will of those using this method (e.g. a national government development organization or local people themselves) may be carried out. The process is initiated and to some degree guided for a particular purpose which is deemed "helpful" or "beneficial" to the local community depending upon the goal in view and the criteria of the one passing judgment. This view *emphasizes some end*.

Community development when viewed as a Program is a set of procedures and the content is a list of activities. When procedures and activities are carried out community development is supposedly accomplished. When a community development program is highly formalized the focus tends to be upon the program rather than upon what is happening to the people involved in the program. This is a tendency of community development programs that are related to specialties such as health, agriculture, industry, recreation etc. *Emphasis is upon activities*.

Community development when viewed as a Movement is a commitment to a specific cause or issue. It is not neutral (like community development as a Process) but is built upon an emotional stake such as

revitalization of ethnic/cultural traditions and lifestyle This view sees progress as a philosophic concept based on values and goals and not a scientific one *It stresses and promotes the idea of community development as commitment to a cause or principle*

As with most community development programs the SC's CDP is a mixture of several approaches The CDP is a combination of the Method Program and Process approaches to community development It approaches community development as a Method since one of the primary impetus to initiate the CDP was the lack of community organization and capacity in Armenia which would decrease the effectiveness of the USAID and World Bank's Social Investment Fund (SIF) program That is a *means* (community development) to achieve an *end* (successful implementation of the Social Investment Fund program) The Detailed Implementation Plan (pg 7) states "The program will seek to graduate communities to larger projects such as the Social Investment Fund and two paragraphs later states, '[CDP will] contribute to solving larger national priorities of increasing agricultural production and restructuring the social sector As a result of this approach, one expectation of the program is to achieve a necessary and sufficient level of community organization and capacity within a specific period of time to benefit the implementation of the larger SIF program

In addition the CDP approaches community development as a Program That is it has a list of activities and procedures which communities and micro-projects must meet to obtain CDP support Establishing some procedures and activities does not necessarily destine the program to overlook what happens to people and communities However it set parameters around the decisions communities must make such as how they should organize themselves (CAGs) the number of people needed for a committee the amount of time to conduct a project (three months or up to one year for agriculture projects), and so on It standardizes processes such as the standardized project proposal and the time for accomplishment In addition this places a great deal of pressure on

CAG members and especially Project Officers to achieve a multitude of objectives within a limited amount of time occasionally at the expense of democratic or participatory methods

The CDP also views community development as a process Furthermore, the Evaluation of SC's Cooperative Agreement (pg 23) states "It was evident during the evaluation that program managers clearly understood the rationale of the program-that is was not a mechanism to fund community micro-projects but more importantly an instrument to engage community participation and to inculcate a feeling of empowerment and self-reliance in the community as well as individual participants "

Assisting with problem solving promoting civic action and strengthening community capacity are related to personal and social changes that are emphasized in the Process approach The basic principles of the CDP are also in keeping with the Process approach to community development However in contrast to the Program approach to community development, these personal and social stages and changes are difficult to plan measure and guarantee within a specific time period

These three approaches to community development as suggested lead to different expectations which have resulted in tensions and stresses among the various stakeholders in the CDP program The Method and Program approaches expect to achieve social organization structures and measurable accomplishments within a specific time-frame whereas the Process approach expects incremental changes that are not necessarily guaranteed and are contingent upon a multitude of factors that may or may not be controlled or have the expected outcomes This situation places particular stress between Program Coordinators Project Managers Project Officers and CAG members who attempt to accomplish various expectations

Approaches to Community Development

A PROCESS	A METHOD
Community development as a process moves by stages of progressive changes from one condition or state to the next <i>Emphasis is upon what happens to people personally and socially</i>	Community development is a means to an end a way of working so that some goal is attained <i>Emphasis is upon some end</i>
A PROGRAM	A MOVEMENT
Community development as a method is a set of procedures and the content as a list of activities <i>Emphasis is upon activities</i>	Community development as a movement is a commitment to a specific cause or issue <i>It stresses and promotes the idea of community development as commitment to a cause or principle</i>

Sanders, I (1970) 'The Concept of Community Development pg 9-31 in Community Development as a Process University of Missouri Press Columbia Missouri

Furthermore the incompatible goals inherent in each of these approaches are manifested in that it becomes perplexing to determine the type indicators and data needed for program monitoring and evaluation. Monitoring and evaluating measurable objectives for the program approach is more straightforward than monitoring and evaluating "a process"

### **B Definitions of Community Development**

"a deliberate democratic, developmental activity focusing on an existing social and geographical grouping of people, who participate in the solution of common problems for the common good" Cawley R *Journal of the Community Development Society* 15 (1) 15-26, 1984

"an educational approach which would raise the levels of local awareness and increase the confidence and ability of community groups to identify and tackle their own problems" Darby and Morris, *Community Development Journal* 10 (2) 113-119 1975

"a series of community improvements which take place over time as a result of the common efforts of various groups of people. Each successive improvement is a discrete unit of community development. It meets a human want or need" Dunbar, J O *Journal of the Community Development Society* 3 (2) 42-53 1972

the process of local decision-making and the development of programs designed to make their community a better place to live and work. Huie J M *Journal of the Community Development Society* 6 (2) 14-21 1976

"an educational process designed to help adults in a community solve their problems by group decision making and group action. Most community development models include broad citizen involvement and training in problem solving" Long H B *Journal of the Community Development Society* 6 (1) 27-36 1975

"a process in which increasingly more members of a given area or environment make and implement socially responsible decisions, the probable consequence of which is an increase in the life chances of some people without a decrease in the life chances of others" Oberle Darby and Stowers *Journal of the Community Development Society* 6 (2) 64-78, 1975

"the active voluntary involvement in a process to improve some identifiable aspect of community life. Normally such action leads to the strengthening of the community's pattern of human and institutional relationships" Ploch L A *Journal of the Community Development Society* 7 (1) 5-16, 1976

"the active involvement of people at the level of the local community in resisting or supporting some cause or issue or program that interests them" Ravitz M, *Journal of the Community Development Society* 13 (1) 1-10 1982

"a situation in which some groups usually locality based such as a neighborhood or local community attempt to improve their social and economic situation through their own efforts using professional assistance and perhaps also financial assistance from the outside and involving all sectors of the community or group to a maximum" Voth, *Journal of the Community Development Society* 6 (1) 147-162 1975

"acts by people that open and maintain channels of communication and cooperation among local groups" Wilkenson K *Journal of the Community Development Society* 10 (1) 4-13 1979

"a group of people in a locality initiating a social action process (i.e. planned intervention) to change their economic, social, cultural and/or environmental situation" Christenson, Fendley and Robinson Jr *Community Development* Pg 14 in *Community Development in Perspective* edited by James Christenson and Jerry Robinson Jr Iowa State University Press Ames Iowa

## **9 ENDNOTES**

<sup>1</sup> March 1997 Evaluation of Save the Children/USAID Cooperative Agreement in the Caucasus pg 20

<sup>2</sup> See pg 6 Detailed Implementation Plan

They must be permanent residents of the project area one person per household respected by the community willing to serve the community voluntarily and not involved in local politics

<sup>4</sup> Activities such as a) calling group meetings setting priorities and implementing projects collect community contributions maintain project records meeting with SC's Project Officer during site visits and maintenance and repairs on completed project

Specifically CAG responsibilities are to receive the project materials and store them maintain records of project materials used return unused materials determine daily rates for skilled and unskilled labor keep records of paid and in-kind skilled and unskilled labor used in the micro-project collect and keep records of all community contributions which will be submitted to sub offices monthly organize meetings to review the project's plan and progress settle disputes that arise during the course of project implementation arrange for procurement of locally available materials supervise and monitor project implementation to keep the community informed on project plans implementation and outcomes

<sup>6</sup> Other criteria included potential partnerships with other organizations (NGOs) and location in a regional center for easy coordination with counterparts

<sup>7</sup> CDP request for funding January 5 1998

<sup>8</sup> Pg 9 CAG Formation & Micro-Project Development and Implementation Procedures

<sup>9</sup> Pg 6 CAG Formation & Micro-Project Development and Implementation Procedures

<sup>10</sup> This method has recently been changed but the results from the evaluations using the new method have not been inputted into the CDP database

<sup>11</sup> It is acknowledged that this method biases the results in that only those community residents who attend may represent those who are more active and thus more aware A random sampling procedure of all households in the community would be more representative however this would be expensive and time consuming to conduct in each of the project villages

<sup>1</sup> Perennial issues in measuring the impact of community development programs is a) establishing the time when impacts will have resulted b) determining what boundaries should be put on the impact analysis, and c) concluding cause effect relations between community development program and impacts

<sup>12</sup> This section uses liberally from Voth D E (1989) Evaluation for Community Development ' pgs 219 252 in Community Development in Perspective edited by James A Christenson and Jerry W Robinson Jr Iowa State University Press Ames Iowa

<sup>14</sup> Scriven M (1972) 'Pros and cons about goal-free evaluation evaluation comment ' Journal of Educational Evaluation 3 (4) 1-4

<sup>15</sup> Selecting certain CAG and Village Council members was due to several reasons First it was not feasible to interview all CAGs and Village Council for 153 projects Second, the relationship between CAG and local government was of primary interest due to one goals of the CDP being to improve development efforts with the local and national government Therefore in each of the four sub-offices group interviews were held with a CAG and Village Council in two villages The first village was to represent a relatively good working relationship according to Project Managers between the CAG and Village Council and the other village to represent relatively poor working relationship In these villages no Village Council member was to be a CAG member